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THE U BOOK

SELLING

ONE'S SELF

FROM

$10 A WEEK TO $100,000 PER YEAR

KE 3011

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SELLING ONE'S SELF

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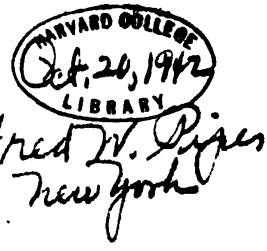
$10 A WEEK TO $100,000 A YEAR

BY

N. O. SHIVELY

CHICAGO
STANTON and VAN VLIET CO.
PUBLISHERS

KE 3011



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PREFACE

Genius may spring from a hovel. Poverty is frequently an incentive to ambition. The poorest laborer may be a diamond in the rough. The $6-a-week girl in the department store may be a second Joan of Arc or a Jane Addams. Talent will win if given a fair chance.

The purpose of this book is to point out to you the possibilities within yourself; to smooth the highway you travel through life; to open the eyes and mind of the boy or girl who knows nothing about responsibility; to reach out and help the man who in his bitterness condemns his luck; and most important of all, to show the relation and importance of personality in selling.

The game of business must be played according to rules. The beginner is handicapped because of a lack of knowledge and experience; the ignorant lose because of a lack of study; the egotist because he fails to heed the pitfalls pointed out to him.

Consider the world a great trade center. The recompense we get for our toil depends on the market value of our capital stock—Ability, and our knowledge of the principles involved in the business of buying and selling. Our success in life is determined by our ability to sell ourselves, our talents, our ambition, our desires.

Peter Cooper, the great inventor, came to New York a poor boy, and was given a four-year ap-

prenticeship at $25 a year, board and keeps. Undismayed he fought through two years and came out with a knowledge of the business and $20 in the bank. At the age of thirty-one he was worth over $150,000.

Andrew Carnegie arrived in Pittsburg at the age of eleven, poor and penniless but ambitious. His first job was in a boiler room and it paid him $2 a week. One of these he saved and his mother was given the other. At this early age he was beginning the development of his sense of responsibility.

When James Anderson, of Allegheny, opened his private library to the public, Carnegie was one of the first to appear. He started at one end of the row of five hundred volumes and went through it.

Study is recognized as one of the first principles of success. When Napoleon was ten years old he started his famous career in a military school.

Michelangelo began early in life to copy drawings and when he had mastered everything in the field of art he created something new.

There isn't a successful man in America today who has not spent time and effort in preparation. Whenever you find a man on top in the world's conflict, you can just make up your mind that he did not light there, but he had to climb.

Every boy and girl can be successful in life if they first learn the principles for developing their ability and the knack of properly selling it. After all, every act in life is an act of selling. The reason some men never get more than they do is because they do not know how to sell what they have. We

get just what we go after. If a man wants to be master, he must lay the foundation day by day.

The road to failure is smooth and well-beaten, but he who selects the road to achievement must expect to climb the boulders of jealousy; be pricked by the thorns of envy; inherit the hatred of mankind. It takes will and determination to push onward in the face of these obstacles.

If you are incapable of hard work; if you are not willing to sacrifice a portion of your time in "digging"; if you refuse to give up evenings of dissipation, success can never be yours.

Before starting this book, know what you want to be and do. Size up your capabilities and aspirations. Then as you proceed, endeavor to make each chapter applicable to yourself and apply the principles to the line of work you are doing, or have selected to do. Do not attempt to read this book through in one day, a week, or a month. Read carefully and thoughtfully, one chapter each day. Concentrate on it, think about it, then apply it.

I dedicate this work to the whole world. To the man who is down-and-out, for the world to him is bitter. To the girl who is discouraged, for she needs a helping hand. To the youth whose confidence in man has been shaken, for he needs a strengthening of his faith. We are all headed for the same goal, so why oppress each other? Let us put cheer in our work; love in our hearts; give freely of sympathy, for the most noble deed in life, and that which carries the greatest reward—happiness, is that of lightening the burdens of others.

SELLING ONE'S SELF

CHAPTER I

INTRODUCTION

No man ever reached the limit of his mental possibilities. The curse of the average young American today is not overwork, but not enough work. We do not often hear of a person dying from brain exertion. If we could only appreciate the wonderful possibilities lying dormant within ourselves; if we would only seek a method of getting at these possibilities to nourish and develop them, then put them to a practical use, we would be able to do many of the more important things of life which are now undone. It would put us out of the rank and file of humanity. We would in numerous instances turn failure into success. We would flash the light of knowledge where ignorance now reigns.

Every man and every woman wants to be a success. There is no particular reason why everyone should not be successful. It is more natural for a person to succeed than to fail. Then why do we grope in the dark when there is light? Why are we content to be called failures when success is ours for but little effort?

The majority of people in this age take life none

too seriously. It is a case of either work or starve. They do not labor by choice and are happiest when the demands on them are least. They are not eager to combat nature's forces. They have no interest in civilization generally, but rather selfish interests. They travel with the mob instead of shaping out an original course. That explains why there are so few men and women making history; why so many people are working for a living in old age. Make a study of the world's greatest and most successful men and women, and it will be found that they believe sincerely in all they do. They not only learn "how" but "why" they do things. When they preach a doctrine they also make it a practice.

Most men and women make a bold start in life. They have a few principles upon which to work. The unfortunate feature, however, is that those principles do not carry them very far in business and they soon find themselves plodding along with the mob either satisfied with their lot, or too discouraged to put up a fight.

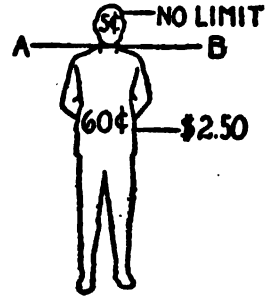
Eighty per cent of the American people today are on the verge of efficiency bankruptcy. Eighty per cent of the wage earners in America today, at the age of thirty-two, are drawing salaries of less than $50 a month. There is something wrong with our industrial system when eighty out of every one hundred men at the age of thirty-two, the prime of life, are earning less than $50 a month. Seventy-eight per cent of all men at the age of sixty are failures. Now, that I speak of a failure, I mean the man whose income is not sufficiently large to permit him

to enjoy a few of the luxuries of life and at the same time properly raise a family, a man who takes much out of life but gives little; who leaves nothing that will in any way benefit humanity. So the census statistics show us that seventy-eight per cent of all men at the age of sixty are not receiving a salary sufficiently large to enable them to enjoy a few of the luxuries of life, and the majority of people think only of their own selfish interests.

Sixty-eight per cent of all men who start in business go through bankruptcy. The greater portion of American business is conducted on credit. If the right man gets hold of a business it succeeds, but sixty-eight per cent of the men who are working with the other fellow's money are failures. That should be evidence enough to arouse the fighting spirit of any man. That should be sufficient evidence that either our industrial or educational system is wrong.

Why should anyone be a failure? Why should not every man and woman that works hard, be a success? Have you ever stopped to analyze a failure? Have you ever figured out why one person fails and another succeeds? The failure works just as hard and just as long as the man or woman who succeeds. The secret of one's success may frequently be explained with the one little word "study." Too many men and women cease to study when they start in business. They have learned to know it all too early in life. The successful man or woman never knows it all. The following illustration will show you why people fail:

This picture represents a man. The line A-B divides him into two parts. The upper portion represents the mental man, the man who earns his living with his brain. The lower portion represents the physical man, or the one who toils with his hands for a living. The average man will spend sixty cents a day for his meals. This is necessary



to keep the physical man alive. Now, with a healthy body, the maximum earning capacity of this individual is $2.50 a day. If he devotes a lifetime to the same line of endeavor, he earns no more, as $2.50 represents the maximum average daily wage, hence he has reached the limit of his earning capacity. He may increase the sixty cents a day spent for meals to eighty cents, but in doing so he does not increase his earning power and may lessen it.

On the other hand, this individual does not spend five cents daily to develop his mind. Yet, what is the earning capacity of the brain? There is no limit. We might say $10,000 a year, but that is by no means the limit.

Why will a person spend ten times as much on the body as on the brain, yet the maximum earning capacity of the former is but $2.50 a day and the latter has no limit? Why do we leave that great earning factor undeveloped and dormant? Psychologists tell us that the average person uses only twenty-five per cent of his brain power. It is safe to say that many men and women spend much of the twenty-five per cent developed brain power in entertaining the devil who inhabits the other seventy-five per cent.

The average man or woman does very little original thinking and furthermore very little studying. If they do study, it frequently happens that they do not have the adaptability to apply to their own business the knowledge acquired, or it may be that they are simply mastering again what they once knew, for most men and women spend a large portion of their time relearning what they already knew but have forgotten.

Now, success does not mean constant study along one particular line, but it does mean reaching out into the various fields. Every line of activity will furnish one with ideas which he can use in his business. The real estate salesman dare not confine himself to real estate alone, but he should know something about advertising, law, and other lines of human endeavor. The tailor should know something about buying, processing, dyeing, and advertising. This general information will make them much more capable in their own line. Too many men and women do not get out of their own little sphere.

The men or women who confine themselves to the study of just one thing will soon find themselves in a rut.

Now, this gathering of outside ideas is useless without the adaptability to apply them to your own particular business, so we see that application of knowledge is just as important as acquiring it. When once you have learned the necessity for studying other lines, you have learned one of the most important lessons in business. When once you have learned the secret of making the knowledge gleaned applicable to your own business, you have learned the second most important principle of business.

Another reason why many men and women fail is because they do not have a sufficient amount of early training, or perhaps have not received the right kind of early training. The principles upon which they hope to base their life's work are not substantial enough to carry them. One cannot hope to be successful if he does not have the ability upon which to build for success. Then, too, if a person gets into the wrong vocation, it is hardly to be expected that he will succeed.

The successful man or woman is the one who knows how to do things and has a good foundation upon which to build for success. If you base your experience upon ignorance, you get no results. If you base your experience upon some knowledge, you get meager results. If you base your experience upon general knowledge, there is no limit to your success.

The purpose of this book is to help you under-

stand yourself, analyze yourself, stimulate you to do greater things, show you how to expand, to grow mentally, and, best of all, to succeed. The field of selling is growing to enormous proportions. Business is becoming more and more complex. Demands on mental and physical power are more exacting. Today the salesman must keep his finger on the pulse of the ever changing business conditions. The sale that he does not make and which brings him no profit should net him information.

The key to one's achievements is in the ability to wield an influence over others. This influence will not be powerful unless you understand the underlying secrets of success. These you can only acquire through study. Salesmen today are not born as such, but are trained. It takes more training, however, more observation and experience, to make some men and women successful than it does others. The law of compensation is just as sure as eternity, and your compensation depends on yourself, on your ability.

CHAPTER II

SALESMANSHIP

Salesmanship is a product of the human mind. It is important that the young men or women who expect to enter the profession of selling, understand themselves, that they may the more readily understand humanity in general. They must understand the mind and its workings that they may know how to wield an influence over the minds of others. Hence, a sale may rightfully be termed a product of the mind.

When a sale is made it is because of what a prospect thinks; because he has been made to think as the salesman wanted him to think. If he fails to buy, it is because the salesman failed to make him think clearly or logically. There was failure because he could not be brought around to the salesman's way of thinking. He was not convinced, hence his judgment was adverse to action.

It has in all probability been the salesman's fault that the sale was not made. It is your duty to see that every customer thinks properly and that these thoughts will lead to a desire and ultimately to a decision to purchase. To be most successful, you must understand the line of thinking that will make a customer buy. The various points must be so arranged in logical order that the talk will gather

force and momentum as the time for closing approaches. Many a salesman understands his goods, his territory, and general conditions, but does not understand the working of the human mind, consequently he fails.

Salesmanship is a science and an art. It is a science in that the facts which are compiled and arranged for use in the selling talk are generally the result of observation and experience. Salesmanship is an art, in that the character and personality of the salesman, combined with a working knowledge of his goods and human nature, will attract and influence others to purchase his wares. It is the science and art of influencing and persuading others to buy that which we have to sell. It is a greater science and art today than it was yesterday. Business and its relation to the people is better understood. Competition is keener. Efficiency standards are rising. It requires more grit, talent, and training to sell goods today than it did ten years ago.

A good sale will provide a profit for all parties concerned. If the salesman gets all the profit, he is a robber. If he gives the customer all the profit, he may be termed a philanthropist. If either the salesman or the customer gets all the profit, it is not a good sale. The salesman must receive a fair compensation in order that he may stay in business. The buyer must get a fair deal if the salesman expects to do future business with him. Every buyer must be his friend and will be if the profits are divided equitably. If the salesman gets all the

profit there is no question but what it took better salesmanship to bring about conviction than if the profits had been equally divided. To be able to sell an article for $100 which has a commercial value of $25, requires greater skill and undoubtedly better salesmanship than if the same article were sold for $25. So there is no question but that the greater the profit the better the salesmanship. A good sale, however, requires mutual profit.

The following general outline will give a brief synopsis of the contents of this book:

There are three distinct methods of selling; namely:

Personal selling
Selling by correspondence
Selling by advertising.

In every sale there are three prime elements to be considered:

The salesman
The commodity
The customer.

The salesmen may be properly divided into three distinct classes:

Wholesale
Retail
Specialty.

Goods may be classified as:

Necessities
Utilities
Luxuries.

There are four types of customers; as:

Sanguine
Lymphatic
Choleric
Nervous.

In this book, we shall also consider business and business efficiency. Efficiency is the watchword of the hour. For years men have been experimenting with machinery until we have machines that will do almost every kind of work except sell goods. Yet but little has been done for the salesman.

Business and salesmanship are very closely allied. Every sale is a business transaction. Practically every business transaction involves salesmanship. Hence, we conclude that all salesmanship is business, but not all business is salesmanship. The recording of a deed or mortgage might be considered a matter of business, yet would involve no salesmanship. Inasmuch, however, as practically every business transaction is the result of some form of salesmanship we can readily appreciate the wide field the subject covers and the necessity of a thorough knowledge of its intricacies by every business and professional man.

CHAPTER III

THE MENTAL LAW OF SALE

Every sale is made in the mind. It is a mental process. The mind of a prospect must be led through four distinct mental steps. The following illustration will show how it is possible to lead the mind through the four steps:

A real estate salesman meets a friend. His company is just developing a new tract of subdivision and the salesman considers it an excellent investment. During the conversation with his friend, he incidentally mentions this tract as an investment. He features a few of the good points in regard to it and immediately has his friend's attention. He makes a few suggestions as to the reason why it is essential for a man to save a portion of his earnings and put them into an investment of this kind. He explains that a number of his clients started investing in a similar manner and in a small way and have accumulated fortunes as the result of their investments. The friend is now interested, hence the second step—interest.

The salesman proceeds further by painting a few mental pictures of how much profit should be made on the investment. What the investors who get in on the ground floor should rightfully expect. He explains that it is destined to become a big business

section. He shows where the main streets will be; what sections will perhaps be the business district. If his talk has created a favorable impression his friend will now have a desire to possess a lot in the tract. If a sufficient amount of pressure is brought to bear at this time, or if the salesman shows how it is possible for his friend to own a piece of this property, he will bring about a decision.

THE FOUR STEPS MUST BE ARRANGED IN LOGICAL ORDER. In the above illustration, the salesman has led the mind of this friend through the four steps necessary in the making of every sale—ATTENTION, INTEREST, DESIRE, DECISION. To do this successfully requires a knowledge of the working of the human mind. If, without first getting his prospect's attention and interest, the salesman had started with the third step, by producing a map, a piece of literature, or a chart and explaining where the main street was to be and which sections were set aside for the business district, his efforts would have failed to produce favorable action.

The mind must be led through these four steps in logical order. The prospect must be made to think thoughts that will produce favorable action. He must know the logical presentation of these, in order to lead the mind properly through the four steps. To do this requires a knowledge of the goods being sold. A salesman cannot paint mental pictures successfully unless he understands his talking points. It requires a knowledge of the human mind; a vocabulary well adapted to making a temperamental appeal; a well developed personality that

will give the sentences power. The best propositions on earth will not sell at times, simply because of a lack of knowledge on the part of the salesmen.

A real sale always begins with indifference or positive objections on the part of the customer. To take orders for things the buyer wants, and knows that he wants, is not salesmanship. The man who sells is the one who first encounters opposition and then removes it. That means that a sale involves a battle of wits. The contestants are the salesman and the buyer. The excuses which the salesman must meet are poverty, bad business, full stock, or any one of the many stereotyped objections that all salesmen have met many times.

The merchant's refusal does not close the interview by any means. It is merely the preliminary skirmish. The salesman has discovered the position of his adversary and now plans the attack. He may drop business for a moment and seek to get acquainted with the man before him, or discover some point of common interest that will permit of a real coming together of the contending forces. Perhaps a few random remarks far removed from the subject of goods and prices are made, and at the first intimation of a hobby or a weakness the salesman with his attacking forces rushes in.

No two salesmen have the same method for bridging the gap between the first and last steps in the sale. The details of procedure will vary with the salesman's temperament, the buyer's health, state of the weather, and a hundred other seemingly unimportant things that have an important bearing on

the success of the sale. But whatever may be the particular method used to change indifference to interest, the change is always made before the sale is effected.

Sales analysis is just as important then as mental analysis and naturally it brings us to the question of what happens when a real sale is made. What happens is simply that the salesman puts into the customer's mind certain thoughts and he makes those thoughts stick there until they produce favorable action. The customer blocks the path of the sale with objections. He does not want to buy now. The salesman must see to it that those thoughts which find expression in objections, are supplanted by thoughts, favorable to the sale and will lead to desire and decision, if they are sufficiently prolonged.

Since it is true that a sale consists in putting certain thoughts in the customer's mind, then we are forced to conclude that a sale is a mental phenomenon. It is not something tangible. It is not the signed order, not the salesman, nor the goods that are sold, but something that occurs in the mind.

If the sale is made in the customer's mind, the salesman must know how the mind works and how he can influence a man's actions. This can be explained with the one word "psychology." It is a psychological process and college theories, made practical, aid materially in the sale of goods. Another important point to be considered by the salesman in connection with this mental process is that the ideas which he plants upon the mind of a

customer must be related to those which have been in the customer's past experience, for a man cannot understand a new idea if it is not linked in some way with a past experience. This means that the salesman must present his proposition in such a way as to make it possible for the new ideas and the buyer's past experience to be easily connected. He must study the customer. He must meet him on his own ground. The most successful salesmen will card-index every bit of information they can get about their prospects, and they do so because the psychological principle of association of ideas teaches the advisability of presenting new thoughts in such a way as to permit of their being connected readily with the customer's former experiences.

There is nothing the salesman does or says, no impression he creates by his appearance, or manner, that does not result in some feeling on the part of the customer. Every impression on the mind is either pleasing or displeasing. There is no middle ground. A mind likes or it does not like every idea that comes to it. Favorable action results only when the favorable impressions greatly outnumber the unfavorable. This means that a salesman cannot afford to run the risk of antagonizing the mind of the buyer by permitting it to receive a single unfavorable impression. That is why he must dress well, talk well, behave well, and refrain from argument over non-essentials.

The salesman will influence the mind and carry the sale from one step to another only if he is able to determine whether the customer's mind is follow-

ing his presentation. He can know this only by keeping definitely in mind the impressions he is conveying to the buyer and by keeping close watch of the buyer's responsive expressions. Because, as we learn later, it is a fundamental principle that every idea which enters the mind tends to be given outward expression in some way. There are people of course who successfully combat this tendency; who can hide their feelings in their expression, but by far the greater number express what they think, in a multitude of ways.

Now, if a customer will not listen to the salesman, the sale may be blocked at the start. Countless would-be salesmen fail because of their inability to get a chance to tell their stories. Every large organization has a manual filled with hints to help the salesmen get past the outer guard of indifference and hostility. Tricks are tried, schemes concocted, and deception at times practiced, to get an interview.

Many salesmen think that any means are fair if only they result in getting the customer's attention. As we will find in Chapter V, there are plenty of legitimate means of getting a hearing. The salesman who recognizes the importance of proper dress, courtesy, speech, manner, etc., and their relation to gaining an audience, will meet less opposition.

Interest is nothing more than attention prolonged. Once the interest is gained it must be fed with a constant succession of new ideas. Otherwise, it is lost because the mind rebels at more than a moment's concentration on any single fact concerning

the subject. The wise salesman never allows attention to lag. He appeals to the senses; to imagination; and to reason. He talks, shows his goods, and lets the customer handle them. He suggests how the goods will serve the customer and excites the imagination regarding them. He enlarges on the idea of quality and meets objections by tactful reasoning. He makes each new idea lead logically to the next. Clearness and frankness characterize his appeal. The customer must be watched carefully. He must be made to agree with each step as it is taken up. The premises must be established that will lead logically to the conclusion to buy.

Interest is best aroused when the salesman conscientiously recognizes the great human motive for action. He must meet the buyer on the common ground of instincts and chiefly the all-powerful instincts of self-preservation, comfort, satisfaction, and pleasure. Unless he can shape the appeal so as to make it bring a response to one of these instinctive desires he is not likely to arouse the kind of interest that will push the sale to a successful conclusion.

Now, if interest is sufficiently strengthened, it becomes desire. The man who is greatly interested in a thing instinctively wants to possess it. The successful salesman uses this principle to carry the sale one step further, toward a signed order. Desire cannot come until sufficient interest has been aroused to make the customer feel that the ideas the salesman presents to him are his own. He must have abandoned all opposition toward the salesman; all

inattention and indifference. The argument must have reached the instincts to which the salesman is aiming. Real interest is always selfish and these selfish interests of the buyer must have been aroused before desire comes.

Even the desire of the buyer is not enough to close a sale. Many men want many things which they cannot possess. The final stage is the determination of the customer to buy, and at this point psychology plays its greatest part. What brings about a determination to buy? What causes the customer to act? What can the salesman do or say to help the customer decide? These are all questions that call for a careful study of the human mind. The salesman who really sells, applies the answer to them every time he makes a sale. He finds this done intuitively, but if he knows the reason for his methods, he is far better equipped to avoid mistakes and bring about a more successful termination of every interview.

The mind must necessarily be led through the four mental steps whether it is a ten-cent seat in a theater, a five-cent package of chewing gum, or a ten-story building, that is being sold.

A man while walking down the street passes a theater. He sees the flashy posters and hears the crier call attention to the show that is going on inside. These posters and the crier attract his attention. The sensational pictures, the representation of characters, the title of the play, all interest him. In looking them over there comes a desire to see the play, and if he has ten cents his mind acts

and he passes in. The artist who worked out the posters, and arranged the headlines, knew what would successfully lead the mind of the average man through the four mental steps.

Advertising men have learned the secret that there are certain things they can do or say in leading the mind of the purchasing public to a favorable decision. On the back page of any of the leading magazines there are attractive pictures designed especially to get attention. A suggestion is generally made either through the characters portrayed or by the words in the advertisement. The artist has so designed the illustration that it not only interests but arouses a desire to possess the article and ultimately persuades many to purchase.

The automobile advertisement arranged in colors creates a mental picture of pleasure. Its attractiveness secures attention. The suggestions portrayed arouse interest and create desire. If a sufficient amount of data is given, showing how it is possible to actually possess a machine, many readers will be induced to purchase. This illustration serves to show the necessity of creating mental pictures in the sales talk.

A man will look at a picture and get the point when he will not read dry facts. It is true that goods cannot be sold with pictures alone. There must be a combination of illustration and facts.

A vocabulary filled with descriptive adjectives is necessary to create favorable mental pictures. One word inappropriately used will frequently destroy the power of the entire sales talk. One word will

frequently cause unfavorable reflection or arouse in the mind of the prospect a serious objection.

A salesman enters an office to sell a filing cabinet. He discusses with the office manager the facilities with which the correspondence can be handled; the efficiency in keeping records, vouchers, etc.; the time and labor saved; correspondence instantly available; card system for reports, prices, records, etc. Naturally the office manager is enthusiastic. He has been led to believe that the addition of this equipment to his office means a saving of time and money, to say nothing of satisfaction.

They have been dealing only with the positive side of the subject. The prospect now asks the price and is told it is $100. A negative line of thought may now arise as follows: The cost of the equipment is $100. There will be considerable expense in connection with its upkeep. Its purchase may mean the necessity for employing a filing clerk. The fact that there is an expense in connection with its purchase or upkeep, or that it will be necessary to employ additional help, adds a new phase to the subject. If the salesman is clever, he will have anticipated that just such negative ideas are sure to arise in the mind of the prospect. One word such as cost, trouble, dissatisfaction, or additional salary may cause a line of unfavorable thinking. On the other hand, efficiency, satisfaction, saving, prestige, segregation, may all cause a favorable line of thinking.

Words causing negative thinking must be eliminated from a sales talk and if it is necessary to use

such words the salesman must strengthen his talk sufficiently to overcome any prejudice that may arise in the mind of a prospect due to their use. A lady enters the jewelry store with the intention of purchasing a diamond ring. The salesman talks of the beauty and quality of the ring, and thus makes an appeal to her vanity. When the price is mentioned, however, as being $350 and she has seen a similar appearing stone marked at $150, a counter line of thinking is sure to arise. The salesman now mentions that not all diamonds are white, or that a diamond may have a flaw; that the cheaper diamonds generally are defective. This raises a new line of thinking in the mind of the inexperienced purchaser. She immediately sets her wits to battle against the possibility of the salesman selling her a diamond which is not pure white, or which has a flaw. Thus we see that certain words or sentences, which will cause an unfavorable line of thinking, may be uttered unconsciously by the salesman. These words may arouse serious objections. The salesman must, through his experience, determine which words will create favorable action; which will create unfavorable action; those that will tend to raise objections, and where it is absolutely necessary to use such words, be prepared to overcome the objections immediately.

Leading the prospect through the four mental steps may require several hours or the act may be practically instantaneous. The child stops in front of the candy store, enters and makes a purchase, the mind having passed through the four steps instanta-

neously. A society lady stops in front of the show window of a department store and admires a gown which is on display. The window decorator has secured her attention, aroused her interest, created a desire, but has not yet succeeded in bringing about a decision. Although, if she has the money and the gown happens to please her with regard to color, style, and size, the sale may be made practically instantaneously. The method of presentation, counter and window display, quality of literature used, etc., will all determine the intensity of the desire created and upon the intensity of the desire depends the law of decision.

The mental law of sale may be applied to the securing of a position. The young man steps into an office. He has absolute confidence in himself. His appearance is businesslike. He is active and alert. Thus, he secures instant and favorable attention. In a clear tone of voice, looking the manager straight in the eye, he tells him what he can do, where he was educated, what his experience has been, and immediately arouses interest. He explains how he can be of service to the firm, how he can increase the sales, or make his services pay dividends, and the manager desires to employ him. The questions of salary and hours are discussed and satisfactorily arranged. The manager now decides to give him a trial.

On the other hand, let us assume that his appearance is shabby; his suit is unpressed; the trousers bag at the knees, and the pockets bulge. His teeth are unbrushed, and he wears a dirty tie, hence he

receives unfavorable attention. He tells the proprietor what he can do, but he fails to arouse interest.

He might suggest that the proprietor pay him a salary and give him a chance, but he only creates disgust. If he is persistent he may actually arouse anger. Thus, you see it is possible to lead the mind of a prospect through either four favorable or unfavorable mental steps. This is true in every sale; in fact, every business transaction.

The salesman with an untactful approach coupled with a weak personality cannot hope for success. It has been truthfully said that a sale is half made within sixty seconds after meeting a prospect or there is not much chance of making it. This serves to illustrate how important it is to create a favorable impression during the first sixty seconds.

CHAPTER IV

THE SALESMAN'S ATTITUDE

The salesmen belonging to the "old school" occasionally resorted to unbusinesslike tactics in bringing about a desire to purchase. Their method was to load a merchant up with just as much goods as possible and they were certain to hang on as long as there was any hope of "bullying" a merchant into buying. Their sole aim was to see how much they could sell. They seldom endeavored to render service. It was a case of the merchant creating his own consumer demand. The salesman after getting the order had performed his part. The same sales talk, the same method of approach, and the same selling points brought up in logical order, were generally used. There are many salesmen, principally among the specialty men, working on this basis today. They have but one method of approach, and this they use in calling on the majority of their customers. This cannot and will not produce the most satisfactory results.

Let us assume that a salesman has five hundred customers on whom he expects to call on one trip. Each of these may be classified under one of the four distinct temperaments, and therefore we can rightfully divide the customers into four distinct classes. It is absurd to believe that, in calling upon

these five hundred customers, the salesman would use a different method in each instance. It would be impossible to arrange a different selling talk for each of the customers. It is possible, however, for the salesman, instead of changing his method of attack or his sales talk, to change his attitude in dealing with different people of different temperaments. Human nature does not vary to any great extent, and the salesman who has had experience will have worked out a distinct method which is applicable to the majority of people of the same temperament. This method is generally the result of experience in dealing with men of a particular temperament.

It is not necessary to arrange a different sales talk for every man he meets. What he does need to do, is to change his tactics in attracting attention or getting interest where the environment or the past experiences of the prospects are different. With one man he can omit a large portion of his talk. With the next, it may be necessary to use his reserve talk. With one he can make an appeal to the instinct of imitation; with another to the instinct of curiosity. In every case the facts in his selling talk remain identically the same. It is his method of presentation which will differ.

Many salesmen maintain that it is possible, after meeting a customer, to read his character. This, too, is impossible for most salesmen. They may be able to determine the temperament of each individual and to some extent his past life; they may adapt their approach and tactics to suit his temperament,

but the character is too deep for the average salesman.

Now, to arrange a method which is the result of experience is not an easy task and no two salesmen will do it in the same way. It can best be done by averaging all men and on the basis of this average discount ourselves. In discounting ourselves we subtract our vanities, prejudices, hobbies, whims, fads, and weaknesses which we find that the average man does not possess. Thus, if a salesman finds that he has an overabundant sense of humor, it would, no doubt, be unwise to exercise it on his prospects as the average man does not have a sense of humor. If he is a smooth talker, he will undoubtedly find it to his advantage to break up many of his sentences, making them a trifle incoherent. This will not only tend to give his prospects greater confidence but also arrest their attention and hold them interested. The average man is suspicious of the smooth talker, therefore, the exercise of this particular trait must be avoided. He may be clever, yet it would be foolish to portray his cleverness, inasmuch as the average man is not clever. The laws of right and wrong are based upon what the average man thinks is right or wrong. A jury will determine a case by what the average man thinks is right or just in that particular case. Many of our decisions are made because the average man would make them in the same way.

Of course, it is true that in dealing with different individuals they must be dealt with in different ways. To illustrate: In selling to the country mer-

chant and also the city buyer or jobber, the method would not be the same in each instance. The country merchant may talk business while sitting on a pickle barrel; the city buyer sits in a mahogany chair. The temperaments of the two individuals may be the same, yet the salesman's approach, his method of presentation, and his general attitude will vary perceptibly in dealing with the two men. The country merchant may be won by humor, whereas the city buyer, who has his wits sharpened by daily contact with men just as smooth and clever as he, will not be influenced by the same tactics. Then, too, it is true that in making personal deductions, no two salesmen will do so in the same way. Two men after having analyzed themselves and produced what they think is the average man, will find their standards entirely different. However, this is the only satisfactory method for meeting this situation.

It is possible in the majority of sales to use flattery. In many cases, it is advisable to make an appeal to vanity. Every man in business appreciates a certain amount of flattery. Whether flattery should be used in the sales talk at all, when it should be used, and just how extensively is a difficult problem for most salesmen. It is quite unanimously agreed, however, that it is possible to use a certain amount of flattery and the time that it should be used would perhaps be in the very earliest part of the sales talk. It probably could be used by only a few salesmen because the majority are not clever enough to make a judicious use of it. Just as soon

as a man finds that the salesman is trying to persuade him by the use of flattery, he is prejudiced not only against the salesman but also the goods. It is not an easy task to flatter the average buyer and do it in a way that he will unconsciously get the effect and still not notice its crudeness. It can be used extensively in the small towns in the rural section, or in dealing with the uneducated. It would be very unwise to attempt to flatter a very busy city buyer unless, however, the salesman is very clever in its use. This type of buyer wants facts; plain business facts.

CHAPTER V

GETTING ATTENTION

Attention is a temporary interest, or it may be termed the dawn of interest. It may be considered a challenge for the salesman to hold his prospect's interest. It is involuntary mental concentration. It is termed involuntary mental concentration, because ordinarily in the more difficult class of sales attention is not given voluntarily.

When a man is approached by a salesman, he immediately defies the proposition. He sets himself to battle against the salesman's wits, and in the majority of cases this attitude is caused by the salesman. A prospect must be made to feel that he is not expected to buy something. He must be led to believe that he is to be the recipient and not the donor. The average man is not working for his health, so to speak. He is in business for what he gets out of it in a monetary way. Hence, the salesman must make each prospect feel that what he has to sell is a money-maker.

Seventy-five per cent of the salesmen fail to get favorable attention. In other words, many clever salesmen fail in their method of approach. As we learned in a previous chapter, a prospect passes judgment on the salesman and his proposition within

a minute or two at most after meeting him, and it is important that the salesman make the first sixty seconds represent the best he has.

Many a man fails and he does not know why. The unfortunate part is, he is unable to find and remedy his weaknesses.

A young salesman, bubbling over with enthusiasm, started out with a specialty. As he did not have the time to prepare properly his method of approach, he met his prospects in a haphazard manner. He could not see the necessity of getting on their side of the fence. One morning he came in with the remark:

"I am going to quit the business."

The employer turned to his card system, looked up the record of the young man, and found that his last trip had been fairly successful, yet the young fellow was discouraged.

"Let us go over your sales talk and find the trouble. I will be the buyer and you the salesman. Sell me your line," suggested the employer.

The salesman went out and came in with the remark "How-do?" and then commenced his talk. When he finished, the employer said: "You have done nobly. Your canvass could hardly be improved, but the approach is entirely wrong. If that is the way you approach your prospects, I am not surprised you are discouraged. You do not always get an interview as easily as you got this one, do you?"

"No," remarked the young salesman. "It doesn't always happen that way. You be the salesman and

let me be the buyer, and I will show you how it generally happens."

This was agreed to by the employer. He went out and the salesman perched his feet up on the table and buried his face in a newspaper. In a few moments there was a knock on the door. He made no response. Another knock. Still no response. Finally the employer cautiously opened the door and stuck in his head. When the young man peeped over the top of the paper and saw him, he thundered, "Get the Heck out of here!"

They sat down and together worked out a unique method of approach which the salesman tried out, and which brought phenomenal results. A change in approach changed discouragement and failure into success.

There is a salesman in the city of New York, sixty years of age, who, after thirty-five years of successful selling experience, never calls on a prospect without first writing out his approach. That does not necessarily mean that he follows the outline just as it is written. He may start at the end and work toward the beginning; he may begin in the middle and work both ways; but he always knows what the talk will be. He knows just how his approach will be made. He is successful because he is able to weave his talk around his customer's interests.

A salesman cannot tackle any two prospects in the same way. His method of approach will vary perceptibly in calling on a doctor and a laborer. In each case, he must consider the temperament of the prospect, his education, environment, profession,

and past experiences. The method of approach in specialty selling is the most difficult. Where the customers come to the store or office, the salesman's task is much more simple. He has their attention when they arrive.

It is important that the salesman determine in advance his prospects' point of view; that he get on their side of the fence, and make his appeal to a vital human instinct; that the approach be made indirectly. A well-known business man in a small town in the state of California was one of the good-natured sort of buyers who permitted every salesman to enter his office, but would not permit all of them to explain their proposition.

"Time and again did I call on this individual," explains a young salesman traveling for a large paint company, "and he always treated me cordially. I think I tried everything I knew on that man, but I could not tell him my story. One morning early in November I drove a machine around in front of his place of business. Instead of entering with my sample case and being dressed in a business suit, I had on my shooting togs. I had learned that my prospect's hobby was duck-shooting, so when I entered the store on this morning I bet him a French dinner that I could bag more ducks than he could, I explained that I had a machine waiting outside and would be ready to start in five minutes. Quick as a flash his attitude changed.

" ' I will take you up on that,' said he, and soon we were off.

"Well, at the end of the day I beat him out by

just three ducks. We had our French dinner and I also had his confidence. Later on I got an order, and a very creditable one at that."

Now, the above illustration simply shows the necessity for finding a prospect's hobby if possible. The salesman who can make his approach from a prospect's point of view; who can weave his talk around a customer's interests, which is generally a hobby, will be successful in creating a favorable state of mind before he begins his talk.

A salesman must learn to consider the feelings of his prospects and not everlastingly annoy them by calling and telling them that they ought to purchase his wares. He must learn to appreciate the value of a special approach. He is dealing with men who are annoyed constantly by solicitation, and he must understand their attitude. All prospects may be classified into two divisions: those that can be approached and closed immediately, and those where the approach must be gradual. In the former case, it is essential to find out what interests the prospect most and then connect this point of interest indirectly with the proposition. This requires tact —genuine salesmanship. It means that if the prospect is a lawyer the salesman must know something about a lawyer's problems, and before he goes very far he will have convinced his prospect that he is talking from his point of view. In dealing with an architect, it is possible to learn about some of the problems of architecture. The same is true of the farmer, the physician, and men of other professions.

An advertising solicitor called many times, but

without results, on a man who could not see the necessity of advertising his business. He says: "I succeeded in getting a hearing, but I could not get conviction. I struck out to the mill about eight o'clock one morning, and immediately went to the factory instead of going to the office. I got the attention of the superintendent of the factory, and cajoled him into giving a lot of information about the business. With this information I called upon my prospect about ten o'clock. My approach must have been satisfactory, for within three minutes he began to appear interested. He called one of his assistants over and said: 'I want you to listen. Here is a man who knows the advertising business from our point of view.' I didn't know much about his business, as a matter of fact, but I knew enough to show him I had an interest in it, and enough merchandising ability to weave my business around his."

In approaching the farmer, instead of the salesman introducing himself and immediately broaching the proposition, he will discuss some topic of interest to the farmer. He must be in a position to discuss horses, soil, and general market conditions. He will have carefully worked out his approach before he even makes a call. Why should he do this? It shows that he is interested in things which are close to the farmer. It gives him an opportunity to learn his likes and dislikes; discover his weaknesses, and at the same time win his confidence. Of course, if the farmer was busy, he would not talk the proposition over at that time. The best time to call on

the farmer is immediately after he has finished his evening meal. There is no hour of the day that a sale can be made more easily; there is no time that he will be found in a more receptive mood. The most difficult time to sell to him is early in the morning. At that time, the day's duties are all on his mind. He is not feeling as carefree or as cheerful as he will later in the day.

The successful mail order man times his letters to reach the prospects in the afternoon and by so doing increases the returns many fold. He appreciates the psychology of exploiting his message on the mind when it is in a most receptive mood. It takes a clever salesman to sell a high-priced specialty to the man who has laying before him some important letters to be read or answered. So it is with the farmer, if other duties demand his attention.

Most propositions submitted to the farmer are abnormal, and in order to make the best impression his objective faculties must be found in a passive state.

If the proposition involves a considerable expenditure, the salesman will likely find out whether the prospect actually has the money to invest. This information he can generally get in advance, with a little effort and cleverness. It would be most foolish to make a haphazard call on every farmer as it tires the salesman out; wastes his energy; takes his time; and the results are meager, to say nothing of the discouragements which he will necessarily need to undergo.

The same method of approach would not work with the lawyer. He must be interviewed during office hours and his time is valuable. He is not willing to talk on any proposition while he has clients waiting in the outer office unless he is convinced immediately that it is a money-maker. The talk must be brief and pointed. He has no time to waste in preliminaries.

The salesman's actions, attitude, and voice have much to do with making a favorable first impression. As he steps into the office, he dare not convey or suggest in his manner or attitude that he intends to remain long. The successful salesman realizes that this only tends to reinforce a prospect's natural tendency towards refusing an interview. He walks up to his prospect briskly, shakes his hand if he offers it, and promptly, yet without showing haste, gets down to business in such a way that the prospect understands and feels that he values his time. This kind of approach cannot help but produce a favorable impression.

In shaking hands, the salesman will not do so in a cold, loose, and indifferent manner or extend a flabby hand with no pressure, but rather he will grip firmly the prospect's hand and shake it in a manner that shows he is pleased to meet him. In other words, he will put feeling in it. It is best never to force the hand upon a prospect. There are men who, discourteous as it is, will ignore the proffered hand. This is done to discourage the salesman. It is well to have the hand ready, but not far enough forward to seem rebuffed if the prospect does not

offer his. To compel a man to shake hands when he acts disinclined will offend him.

Now, when the salesman begins his talk, he looks the prospect straight in the eye, not staringly, but easily, and kindly. A pleasing gaze will give a man confidence while a shiftless gaze will create a bad impression.

As he sits down, he leans slightly forward and gets in a position where he can face the prospect. He does not sprawl out in his chair and constantly twist and turn about. This shifting may not be noticed in particular, but invariably the prospect will unconsciously feel an uneasiness which will tend to destroy his confidence in the salesman.

When he speaks, he shows his earnestness in his voice. His faith and interest are displayed. Every word conveys his feelings and expression. He states his facts as if he felt and meant them. This conveys the idea that he believes what he is saying.

In approaching a prospect there is no definite form of words which can be used in every instance. Yet experience has shown that there are leading statements which, if well worked out and presented, are effective in the majority of cases. These statements will vary under different circumstances, and each salesman must find those most appropriate to his particular line.

The methods of approach in house-to-house work are an important point and worthy of consideration. Many salesmen could materially increase their efficiency as well as their income if they made a more careful study of their opening tactics. To

be most successful, the salesman must understand the human instincts that are most predominant in women and make his appeal to them. For the sake of illustration, let us take a vacuum cleaner selling for $25. The salesman will, before calling at a home, learn the name of the housewife where possible. This information he can obtain from the city directory, telephone book, or from a neighbor. The door will very seldom open wide to greet him, so after he rings the doorbell he steps back two or three steps and removes his hat. By so doing, the door will be opened wider. Whereas, if he stepped forward immediately, the housewife would instinctively narrow the opening. He now explains that it was at the request of the office, or, better still, one of her friends, that he called. He does not attempt to explain the proposition immediately, but rather will have his approach worked out in such a way that the first few words will make a direct appeal. He reasons that the housewife does not want to buy a cleaner; that she is prejudiced against all salesmen; and to overcome this prejudice he must arouse her curiosity or appeal to her vanity, to get her interested. Then, again, the salesman must lead the housewife to believe that he has nothing to sell. If it is possible to hold her attention for two minutes, he will get her interested.

He will soon find, also, that there will be a limited number of excuses given by the majority of women; that is, providing he is handling a specialty, and selling to a representative class of people. These excuses will be about the same in every instance.

Hence, he can work out a direct appeal to overcome them before they are raised. This will tend to make the approach more effective.

A clever specialty salesman calling on the housewife finds that in the forenoon the majority of them will come to the door wearing an apron. Invariably his first words are, "Good morning, madam. Have I interrupted you in your morning's work?"

Generally she will try to stammer something about being busy, but he quickly follows up with the statement:

"I am very sorry, but I will take only a minute of your time."

She will then either listen or reply that she is too busy to grant an interview. If she listens, he proceeds with the sales talk; if she offers the excuse about being busy, he remarks:

"I know what it is. I have a little wife at home, and I know something about the troubles of housekeeping."

Now, he has indirectly shown the housewife that he is human. Just as soon as he mentions his wife and home, the average woman feels differently towards him, and he generally gets a hearing. Just a word or two properly placed will change entirely the attitude of the majority of prospects.

The average house-to-house salesman does not get more than one hearing out of every three or four calls. The salesman who has his approach carefully worked out will get a hearing at almost every call. There is no reason why he should not.

The salesman who begins talking up his article

immediately, telling about the guarantee, how much better it is than a competitor's, or explaining its mechanism, will never get favorable attention. The housewife does not care a snap for any of these. What she considers is her own comfort, pleasure, and vanity. The salesman who learns to realize this and bases the first two minutes of his talk upon these points will arouse the immediate interest of the majority of his prospects.

In retail selling, the method of approach needs remedying. The average buyer does not like to hear such statements, as:

"What can I do for you today?"
"What can I show you?"
"You are next."

It gives him a feeling that the salesman is now ready to take his money, and we all know it is hard enough for the average man to part with his money without having the clerk rub it in.

The salesman can do one of two things or both, and if well done they will pay big dividends to the house. The first is to smile pleasantly and offer a cheerful "Good morning." That is all he need to say. The second is to make use of his eyes. If there is any one place in the world where the eyes can be of service to the salesman it is in retail selling. An honest straightforward look coupled with a pleasant smile and a cheerful "Good morning" will go a long ways toward placing a customer in the proper mood for buying.

As a customer approaches the counter, the sales-

man will meet her halfway, stepping forward with a brisk and firm step. He shows by the look in his eyes that he is in earnest; that his motives are sincere; that he is there to serve and please. The customer, who is merely looking at the display, can easily be driven away by the clerk with a tactless approach. If she is looking over the counter display, it is a simple matter to bring out other articles and ask her to compare the design or the color and, if necessary, bring out every article on the shelves. The mere fact that she can look at the goods, feel them, and compare designs will bring about a favorable decision much more quickly than the best sales talk that can be given.

To attract the attention of the shopper, there must be clever counter displays, and the salesman must possess a pleasing personality. The shopper will frequently stop and talk with the salesman who appears to be interested, who has a pleasing and winning countenance, while otherwise she would walk past the department. Once the salesman gets her to stop and enter into a conversation he has his opportunity. It is then up to him to get her interested in his line.

Some of the expressions most commonly used by retail salesmen are:

1. "Good morning."
2. "Something for you?"
3. "Are you being waited upon?"
4. "Can I interest you in——?"
5. "Can I be of service to you?"

6. "Are you interested in——?"
7. "This piece of goods——?"
8. "Have you seen the latest in——?"
9. "Have you something in mind, madam?"
10. "Anything I can show you?"
11. "May I suggest——?"

Some of the above expressions may very properly be used under certain circumstances. Before discussing their use, however, it is well for us to understand that the salesman is compelled to deal with at least three types of customers, and his approach must vary in meeting each.

(1) Those who know exactly what they want.

(2) Those who enter the store for the purpose of making a purchase, but are not quite sure as to the price or quality of the article desired.

(3) The shopper or the person who is "just looking around."

The expression used by the salesman in meeting each of these types of customer must vary to some extent.

"Good Morning" or *"Good Afternoon,"* accompanied by a pleasant smile and a dignified approach, is considered appropriate under practically all circumstances.

"Something For You?" should never be used under any circumstances. It is plainly evident that the customer is there for something, or she would not be in the store.

" Are You Being Waited Upon?" is a very appropriate expression, provided there are a number

of salesmen behind the same counter in front of which is generally found a number of customers waiting their turn. The expression may very properly be used by the floor or aisle manager in approaching the more impatient customers.

"Can I Interest You In——?" This expression should never be used. The customer is in the store, and it is the salesman's business to sell to her, not merely ask permission. The expression is used generally after the customer has made a purchase, with the hope of interesting her in another line. The use of an indirect positive suggestion is preferable.

"Can I Be Of Service To You?" This expression is very similar to the one *"Are You Being Waited Upon?"* and may be used under similar circumstances. In approaching a customer who is looking over the display the expression is appropriate.

"Are You Interested In——?" This expression should never be used. As stated before, it is the salesman's business to interest the customer and not be content in asking whether or not the customer is interested. The purchasing public is interested in nothing abnormal unless it is free or a desire is first created.

"This Piece Of Goods——?" This expression may very properly be used in dealing with the shopper when she stands before the counter looking over the display. There is danger of driving her away by merely approaching and asking "if she is waited upon" or "if there is anything you can do for her," or even offering a suggestion relative to the

article at which she is looking. It is appropriate, however, to display another piece of goods of a similar design and thus endeavor to attract attention and arouse her interest by thus comparing the two.

"Have You Seen The Latest In——?" This expression can be used very effectively when the customer asks for a particular brand not in stock. It is at times appropriate to suggest a later style, better quality, or a newer model. The customer may be wearing an antiquated brand of collar. When he calls for this particular brand although it is in stock, it is not inappropriate to also bring out the latest style and display it, or after the sale has been made an additional article may be sold by displaying a later model or style. It should be the aim of the salesman always to interest the customer in some other article or department while making a sale.

"Have You Something In Mind, Madam?" This expression should never be used under any circumstances. It may rightfully be deemed a reflection upon her mental capacity.

"Is There Something I Can Show You?" When a customer enters the store not knowing exactly what she wants, the salesman may properly use the expression in his approach. It is his business to find out her desires, likes and dislikes, and he is then in a position to offer suggestions. Many customers enter the store who do not know just what they want. Suggestions should then be freely offered by the salesman. The purchase of wedding and birth-

day presents, Christmas gifts, etc., is affected largely through the power of suggestion, either personal or through the advertising. There are times when a customer has made up her mind that she desires an article of a particular design or color. It is not inappropriate to suggest that a different color or a smaller design is being worn, providing such be the case.

Such stereotyped expressions as:

"What can I do for you today?"
"Now, what else?"

and others equally meaningless and untactful, should be banished from every store. The salesman must learn to signify to the customer by his attitude that he is ready to take care of her and thus needless expressions such as those mentioned can be avoided. In giving a talk there are such expressions as "This is the best on the market" and similar platitudes that tend to weaken the case of the salesman when used. It would be far better to use some such expression as "Do you know, Mrs. Jones, that this article goes through twelve different processes before it reaches the finisher?" or some corresponding quality appeal. The idea is to arouse the customer's interest in the goods and thus get her mind in a receptive mood before the quotation of the price takes place.

Even such a simple matter as placing the article in her hand and then telling about the manufacturing details, supplies the best sort of sales argument.

If the article is too large to handle, try to have her do something to it: open or close a door; take off or put on an attachment, in fact, carry out any act that will arouse a personal interest or desire of possession. When handling an article in this way a customer forgets the price and becomes interested in it; just exactly what the salesman wants.

In wholesale selling it is sometimes necessary, in order to secure favorable attention, for the salesman to explain that he is carrying a special proposition or is a special representative. A salesman for an Eastern can factory was calling on the trade several months in advance of the season. He frequently met the excuse that it was too early in the season and there was no assurance of a fruit crop. As he was out to get business, a change of tactics was necessary. When he approached a buyer, he explained that he was the special advertising representative and was getting a line on the demand for the ensuing year, as the output at the factory and the localized advertising appropriation depended on the local demand for cans. He would now ask the buyer to permit him to check over the left-over goods. These were generally in the warehouse, and the buyer would accompany him. The salesman's object was to get him away from the store. He would check over the supply and then suggest that he could use an even number of pints and quarts or that the demand would justify a stock of two pints to one quart. He would then feature the advertising campaign, suggesting that the buyer give him specifications of the amount of copy and mediums used. In

this manner he would induce the buyer to sign an order for his yearly requirement nine months in advance of the canning season.

The following is a unique method of indirect approach used by the Wisconsin representative of the Collins Publicity Service of Philadelphia. This also serves to arouse the instinct of curiosity on the part of the buyer.

The Collins Publicity Service is in the business of selling advertising to country bankers. These bankers are generally made up of farmers or business men who know little or nothing about advertising. This representative advocates the presentation of startling statistics in order to get favorable attention.

His method is as follows: Before calling on a bank he looks up the deposits for every bank in the town, and makes up a table showing the actual gain or loss which each bank has made in the matter of deposits for three years.

When he enters the bank the Collins representative lays this tabulated account on the desk of the president or cashier without saying a single word. He lets the banker digest the contents of the table before he even says as much as "How do you do?" But this is just the calm before the storm. As soon as he has given the banker time to read over this statement he begins. His arguments sound something like this:

"Mr. Banker, here you are, next to the oldest bank in town. You have now been in business right on this spot forty-six years. Yet your deposits

have reached only $310,000. As a matter of fact, during the last three years your deposits have actually decreased $18,000. Your bank has gone backwards, while the deposits of every one of the other four banks in this town have made large increases. What is the reason for this? Have you talked this matter over with the stockholders? Do you think they know how serious this condition is? Is the fact that you have lost $18,000 in deposits during the last three years because the people of this town have not had more money to deposit than they had three years ago? No, that is not the reason! That is clearly shown by the increases which the other bankers have secured. There must be something wrong with your method of going after business."

Before he leaves he has booked an order for an advertising campaign. His approach is so worked out that the banker cannot refuse him a hearing. Then, too, he immediately places the banker on the defensive and will get a hearing in every instance. Every salesman can get information equally as good in regard to each one of his prospects, and the secret is in possessing enough initiative to get it.

When a prospect tells the salesman, "No, I am not interested," and refuses to permit him to explain his proposition, he may be bluffing or again he may be serious. It is up to the salesman to determine what is best to do. Many a good sale has been lost because the salesman left too suddenly. He took it for granted that the buyer meant it when

he said no. Many a sale has been made by the salesman who refused to take no for an answer. Again, others have killed every possibility of making a sale by being too persistent. Individual discretion must be exercised in cases of this character.

Again, there are times when the salesman will ask for two minutes or five minutes of the prospect's time. What he will do when the time is up depends on many circumstances and more especially the temperament of the prospect. One salesman when he asks for five minutes of a prospect's time will lay his watch on the desk. When the five minutes are up, he turns it over but keeps on talking. When this is done, it sometimes elicits a smile from the prospect. If he remarks in regard to the five minutes the salesman closes his talk and tries to get a later appointment. If nothing is said he continues with his talk. On the other hand, when a salesman asks for five minutes of his prospect's time, he has no right to take twenty minutes without his consent. Persistency in this respect only makes it more difficult for the next salesman to secure an interview. If the salesman would leave when he knows he ought to go, and that he not only harms his cause but is besmirching the profession, it would not be so difficult to get an interview with the average buyer.

The sale is doomed if a prospect is permitted to lead the line of thought and it is always wise to prevent him from leading the interview. It has already been suggested that the salesman must be able to talk on general topics and in making his approach

do it in an indirect way. In doing so, however, care must be exercised that a prospect does not become so interested in the leading topic that the salesman finds it impossible to switch him over to his proposition when he desires. The experiences, in this respect, of a clever bond salesman are summed up in the following:

"I had been selling to the farmers of Kansas for some time and found it convenient to be able to talk alfalfa growing, dairying, fine horses, and cattle, and even politics, both in making my approach and at various intervals during the talk, as at that time I was putting up a sales talk that required from one to four hours to close. This plan succeeded very well with the majority, for they talked alfalfa when I led into the subject and investment when I called them back to my proposition.

"One old farmer was raising blooded cattle, and as I knew something about cattle, and concluded that this would be his hobby, I launched into the subject. I struck his hobby, all right, and in ten minutes he was keyed up to 102° Fahrenheit on this subject. I looked in vain for the proper moment to change the subject, but could not stop him and when I did finally succeed in getting him over to the subject of investment I could not keep him there. I had him started on fine cattle, and he could think of nothing else. I finally launched right out into my proposition and received one of the most chilly receptions of my selling career. He would not warm up. He had the mastery over me and I knew

it, and when I left I went away like a sheep-killing dog. I was beaten at my own game.

"Of course, the farmer had the friendliest of feelings toward me. He seemed very cheerful and sort of chuckled when I started to leave. He said he was mighty glad to see me, and hoped that the next time I was down that way I would stop in and look over his stock.

"After meeting several of this type, I remembered that when a lad, on the farm, we had a span of mules that behaved very much like this farmer. They were controllable as long as the bit could be kept in the back of their mouths, but they were constantly endeavoring to get it in their teeth. Twice, when they succeeded in doing so, they did not stop until they had freed themselves from the wagon and harness. They could not be stopped until they had performed this feat.

"The third time they tried this trick, I was driving along a country road. I knew that if I could keep them in the road and let them go, it might prove good exercise for them. After going a couple of miles, they were ready to stop, but I picked up the whip from the bottom of the wagon and kept them on the run. After traveling for seven miles they were all in, and a tamer pair of mules you never saw. I had concluded that the only way to master those mules was to give them a dose of their own medicine. Why would this not work with the farmer?

"The next farmer I met with a hobby too big for me to handle, I let him go. I talked just enough to

keep him going. Our first session was an hour and a half in length. I left a piece of literature and expressed the hope that I might listen to him again. The second time I got in a few good blows for myself. The third time I got $14,000 to place on a good investment."

When a man cannot be led, it is necessary to drive him. Remember this, however, that it will take more time and calls to drive a man than to lead him because of his stronger temperament. Just as soon as a prospect begins to lead the conversation into new channels it is dangerous. Then is the time to shut him off. If it cannot be done there is nothing for the salesman to do, but urge him on and let him run the limit.

To find a topic of interest or better still the prospect's hobby, the salesman must be an observer. As he approaches a prospect's place of business, or enters the outer office, he mentally makes a note of the conditions under which the prospect works. He tries to find something around which he can weave his proposition and arouse immediate interest. He endeavors to strike one of his prospect's particular problems, or find his hobby. A salesman handling a specialty and calling on the farmers offered the following in regard to this point:

"When approaching a home, I note the condition of the lawn and fences and what the farmer is doing. Just to illustrate, as I approached a fruit grower I found him plowing between the trees. I immediately opened the conversation by telling him of a new invention that would soon be out which

would plow close up to the trees without injuring them. We talked of scale and its remedies, the condition of the crops, etc. I showed him that I had been observing the progress made by the state university in that respect. I told him what some of the other farmers in the vicinity were doing and their observations on certain subjects.

"As the conversation went on, I had an excellent opportunity to study him and learn his likes and dislikes, and when I approached my proposition I was able to drive my points home—I knew just where to strike. I made this farmer believe that I considered him the most progressive man in the neighborhood, and at the same time I dropped a few ideas which would be useful to him."

Now, if the salesman who approached the fruit grower had merely approached with the statement: "Good morning; I am Mr. Blank, representing the American Bond Co.," it would have immediately placed the farmer on his guard and the first few points would have made but very little impression, for the farmer would have been prejudiced against the proposition from the start.

A salesman carrying a line of wall polish gave a few pointers on how he worked a country merchant and did practically no talking. Mr. Smith is a country merchant in a town of about six hundred population. Business is never particularly rushing, and if there is any one thing he need not carry it is wall polish.

The salesman enters the store and gives a few pointers in regard to the polish. He meets the

objection which he expects, but asks for permission to demonstrate the use of the polish on the store ceiling. The walls have not been cleaned for years, and the space cleaned is about ten shades lighter than the contiguous territory.

When he has finished he explains that he has demonstrated what the polish will do and now starts to pack his grip preparatory to leaving. Of course the merchant says:

"You are not going to leave the wall like that, I hope."

The salesman comes back with the remark: "There is only one thing for you to do. You see what the polish will do. Now you stock a line of it and use the cleaned space as an advertisement. Call the attention of your customers to the cleaned portion as a representation of what the polish will do. It will be good advertising for you." He generally gets the order.

Remember it is not so much what the salesman says as what he does that counts. A proper combination of the two, however, will make him strong and clever.

Mark Twain it was who went to hear a missionary preach and at one time during the sermon felt inclined to give a donation of $10. As the sermon progressed his spirits began to lower, and he concluded he would give only $5. When the plate was finally passed, the sermon had become such a bore that Twain refused to contribute anything.

Many salesmen are like the missionary. They get a prospect worked up to a pitch where he will buy

anything they have, but the longer they talk the less are their chances of closing. Others will keep on talking after the sale has been closed and kill it then. There is a secret in knowing just how much to say and how to say it. Experience alone holds the secret.

CHAPTER VI

GETTING INTEREST

The method employed in getting a prospect interested after the salesman has secured his attention will vary to some extent in the different kinds of selling. The problems confronting the wholesale salesman are quite different from those of the specialty or retail men. Each has its own peculiar characteristics, and the salesman must be able to select a method in meeting each that will, after taking into consideration the various types and temperaments of the buyers, and also the character of the goods being sold, most likely create interest. Then, too, there are general conditions to be considered; such as, whether old or virgin territory is being worked, large or small towns, wealthy or poor customers; also local conditions and competition.

After the wholesale salesman has met a prospect and secured favorable attention, his real work begins. Let us assume that he is handling a grade of silk that will retail at one dollar per yard. The buyer immediately informs him that he already has the best brand of silks on the market at a dollar per yard, and furthermore he has an ample supply. Or again, he might explain that he has a supply of silk on hand which meets the requirements of his customers, and which he purchases at a sixty per cent

discount, while the silk being offered permits of only a fifty per cent discount.

These are the kind of objections which the salesman will meet in the early part of his talk. His duty is to convince the prospect that for every nickel added to the price of the article, the quality becomes better in proportion. Naturally, he will talk designs and service. He will induce the customer to handle the samples. He will explain briefly but decidedly the special merits of the line. When a salesman can picture profit and satisfied customers, and convince a buyer that with his silks placed upon the counter the consumers will buy regardless of price, he has a chance for the order. Where a firm cannot meet the discount offered by a competitor, it is necessary to prove that the designs and quality of the goods are much better and satisfaction must be considered along with profit. In fact, while arousing a customer's interest in a line it is far better to keep the consideration of price out of the talk altogether.

It is advisable to carry a leader at all times. This should be an attractive sample, which can be placed in the buyer's hands. There is a psychological reason for this, as was outlined in the chapter on The Mental Law of Sale.

The use of a leader also makes it much easier to get a buyer to the sample room. Many will want to place an order for the leader only. The salesman must use his own judgment as to the advisability of permitting him to do so. The leader will vary with different types of buyers and in differ-

ent localities. That carried when calling on the trade in the small country towns would not arouse much interest in a large city. The leader should be used only as a means of securing attention. After that, the salesman with the right kind of goods has his chance and the order depends upon his ability.

Now, if the buyer has a supply of goods on hand, it is not inadvisable to suggest a sales plan, or propose a method of demonstration that will help to move them. It makes no difference if they are a competitor's. In doing so, the salesman is creating a good will that is sure to bring future rewards.

Make the buyer forget that he is buyer. Make the selling talk one that can be used by him in selling the goods. A buyer seldom forgets these points, and the salesman who finds it impossible to put up a sales talk forcible enough to bring about conviction cannot expect the merchant to convince the public. He will remember the selling arguments if they are put to him in a forceful way. The clever salesman will, however, before finishing his talk, review some of the best selling points for the purpose of placing special emphasis on them. It is best to select those that appeared to make the greatest impression on the buyer.

In specialty selling the plan for interesting the prospect will necessarily differ from that of wholesale work, depending altogether on the type of people being canvassed and the kind of proposition submitted. The salesman handling real estate or life insurance would not be so foolish as to meet a prospect and immediately tell him that he is repre-

senting the Blank Company and desires to explain the merits of a high-grade subdivision or life insurance policy. The result of such a beginning is inevitable. The average man has been talked to, time and again, upon propositions of this kind and the method of starting the selling talk must be indirect.

The interest of the average man can be aroused in almost any proposition, provided the salesman touches upon some human personal problem and then skillfully leads into the subject. He will find himself talking life insurance or subdivision before he knows it. This method of attack also gives him an opportunity of putting up a sales talk with the chance of getting an order, whereas, if he merely explains his business in the beginning, either by handing out a piece of literature, a business card, or tells his prospect outright what his business is, the chances are he will be refused permission to proceed.

The salesman must understand human nature and be able to build his talk to fit human needs. Once he learns why a prospect should buy he will be able to determine how and where to direct his appeal. A man cannot be interested in an abnormal proposition by merely explaining its special features. Life insurance cannot be sold merely by telling all the good points of the policy. The salesman must get conviction on why his prospects need life insurance. He will find it difficult to even arouse interest until he has studied out these "why" motives and has learned the secret of driving them hard. The salesman selling subdivision will not be

successful in interesting the average man until he can prove to his satisfaction why he should make an investment, and this can only be done after having learned what the real motives for buying are. Merely giving detailed description is a waste of time. It annoys the average prospect and hence should be avoided.

In retail selling, the clerks must know their goods. After finding out what a customer is interested in, they are then in a position to put up a strong logical selling talk on the article. They will be able to say something interesting about the line. The silk salesman who knows where the raw materials come from; how and where the goods are manufactured; the method of processing and dyeing; what constitutes a high or cheap grade of silk; silk designs, fashions, styles, etc., is in a position to interest the majority of his customers. The shoe salesman who knows all about shoes; the manufacture of leather, and so on down the line until the finished product, can talk intelligently in regard to his article because he understands it in all its forms.

A lady enters the store to purchase a piece of worsted cloth. The salesman brings out several bolts and mentions the special qualities of each. He appears to be especially enthusiastic over one particular piece selling at two dollars a yard. The customer has been in the habit of paying but one dollar and a half a yard, so she suggests that he show her a cheaper line. This he does, but she cannot forget the points featured in connection with the higher priced article and after some comparison

takes the two-dollar-a-yard goods. If the salesman had simply laid out the various priced lines and stated the price without giving their strong points, the higher priced goods would never have been considered. The salesman who can offer brief suggestions relative to the manufacture or production of goods will arouse immediate interest in them.

It frequently happens that the buyer appears to be listening intently to what is being said, yet after having made a very effective point, he finds that the buyer did not get it. He was perhaps looking at the salesman and seemed to be studying the proposition carefully, yet failed to get the point. It is impossible to determine in every instance whether the buyer is interested simply because he watches the salesman and pays strict attention while the sales talk is being given. Many a salesman has made a telling canvass only to hear the prospect say, "Well, I don't care to buy today." The fact of the matter is, in the majority of cases, he does not know what the salesman has been talking about.

There are a number of ways in which the salesman can determine whether the buyer is interested and paying careful attention. First, by asking a pointed question. The buyer's mind may be a blank before the question is asked or he may be reflecting on some previous point, yet when the question is asked it brings him back to the point at issue. The question should be followed with a strong and telling argument. Another way in which questions can satisfactorily be used is, when building the selling

talk, to weave them into it in such a manner as to get the prospect to commit himself and later use his answer as a weapon when he raises objections. If the question is properly asked it gives the salesman a fairly clear idea as to the mental attitude of the buyer; how much he knows about the proposition and how he feels about it.

A very successful life insurance salesman explains that after he has told something about the benefits to be derived from his line, he suddenly stops and asks, "Do you know Mr. Monroe of Blankville?" Of course if the prospect looks startled and sort of stammers, the salesman knows he has not been paying attention. If the answer comes naturally, it indicates that he has been reflecting on some point. The salesman then follows this advantage with what Mr. Monroe did, clinching some vital point. By asking the question just before driving home some important point, the prospect is almost certain of getting it.

A very clever specialty salesman meets this inattentive attitude of the prospect by suddenly comparing his article with that of a competitor and then asking him pointblank, "Now, isn't that right?" If he appears embarrassed or starts, the salesman knows that he has not been paying attention and immediately changes his tactics.

Do not do all the talking. Neither is it best to let the prospect do it all. If he will not talk, fire at him a battery of questions. If he talks too much, take the initiative and do not give him a chance. Thus it is plainly evident that the question is a

vital factor in the hands of a salesman, when cleverly used. It must, however, be intelligently used, for a question poorly put may bring an unsatisfactory reply and cause an attitude of defiance which is not easily overcome. This also shows the absolute necessity for a careful study of the sales talk by the salesman, before he attempts to work his proposition. The questions must be tactfully worked and properly asked to get the most satisfactory replies.

The second method for trying out the attention of a prospect is to give him a mental shock. This can be done by dropping a pencil or striking the table. The effect is very good, provided the instant that attention is acquired the salesman drives home some telling point.

Third, the attention of a prospect may be gained by changing the tone of voice. If the salesman has been speaking in a modulated, easy tone just firm enough to show that he is determined, yet harmonious enough to have been pleasing to the ear, and he now changes to a heavy tone, placing more emphasis on each word, he will invariably get respectful attention. In fact, it does no particular harm to use each of these methods occasionally. In spite of the fact that the salesman has a customer's deepest interest, psychology tells us that the effect of a shock, such as striking the table or changing the tone of voice, will cause the blood to rush from the brain to the heart and thus easier access may be had to the mind. It is then that we find the mind in a most receptive and impressionable state. Many

psychologists even go so far as to maintain that if a prospect is reasoning or reflecting and the salesman desires to bring him out of this comatose state, he can do so by giving him a mental shock and then bring the blood back on the brain center where he desires to make an impression.

To keep a prospect interested for any length of time necessitates a logical arrangement of the selling points. The arguments must be so arranged that he can easily follow them, otherwise his interest is lost. He must be made to conceive the whole proposition in the early part of the talk. Most buyers want the whole thing at once, and if they do not get it their interest will lag. In fact, tedious detail is the worst enemy of interest. True, it has been said that "the longest way around is the shortest way home," and in many instances this is true in salesmanship. Where the method of getting a buyer interested is made indirectly, it may be either natural or strategy on the part of the salesman, and although it takes longer to get at the subject it will in many instances mean time saved in the long run.

Interest may be aroused by merely offering a suggestion—one that strikes close home to the buyer. It is true that a suggestion made to some of the buyers in the larger cities would probably have but little effect, yet they have many problems on which, if a suggestion were made relating to any one, interest would be immediately aroused. This suggestion should be made in such a manner that it will appeal to a prospect through

some avenue in which he is already interested. This means that the salesman must have a general knowledge far above the average man. In other words, he must know general conditions; be able to discuss general topics freely. If the buyer wants to talk war, the acts of Congress, crop reports, banking conditions, etc., he must be prepared to discuss these questions intelligently. Reading the daily newspapers, also business and professional magazines, will be of invaluable assistance. This general knowledge becomes of all the more importance if the sales talk requires several hours to cover, as it affords the opportunity of leaving the subject occasionally to discuss general topics. This rests the mind and gives the salesman an opportunity to find the buyer's weaknesses. Then, too, if the salesman submits a proposition which the buyer refuses to discuss, he can always come back to some topic which will be of interest to him. Many a salesman has approached a farmer who refused to listen to the sales talk, but after discussing the weather, condition of the crops, the market, and other subjects which were of interest to him, a confidence sprung up which permitted the salesman to proceed with his sales talk.

The wholesale salesman has an opportunity to offer suggestions relative to the plan of distribution. This is especially true in the smaller towns where the merchants do not have up-to-date ideas in selling. The salesman who can offer suggestions, even though they pertain to a competitor's line, will find that it places him on a friendly footing with the

buyer, and when he calls again, getting an interview will be a simple task.

It occasionally happens that a prospect is rude enough, after finding out what the salesman has to offer, to turn to his work or walk away and give no opportunity for continuing. Under circumstances of this kind, the salesman must use tact and, above all, exercise self-control. He cannot afford to be discourteous. As one insurance salesman puts it: "When I am given a chilly reception, I hit hard right off the bat and I do it courteously. I generally commence by saying, 'You tell me you do not believe in carrying accident insurance. Neither do I.'" Here the prospect begins to take notice, and he adds, "If it is going to cost anything. In the past six years, you have paid out $6,400 on account of accidents. That would have paid the premium on an accident policy for twelve years. You are a businessman, and yet you fail to realize that you are playing a losing game. You are in business to make money, and I have shown you one of the biggest dividend payers in your business. If a buyer came in here and wanted to buy a portion of your output this year, you would show him every courtesy. I have come today and have shown you where you can make a greater profit than your best customer produces for you, and yet you refuse to listen." This man is a fighter and usually gets a hearing.

If the prospect turns to his work and the salesman leaves, it immediately indicates that he is beaten. A better plan is to wait until he has fin-

ished and then drive home at least one or two good points before leaving. Call his attention to the fact that courtesy is a potent factor in business.

A bond salesman has a theory of his own for dealing with this kind of prospects. He believes that if a man is irritable his attitude can be overcome with calmness just as darkness can be dispelled with light, negative electricity with positive, fear with courage, and dishonesty with honesty.

When he enters the office and finds the prospect irritable and discourteous, he immediately drops his aggressive, businesslike air. If the prospect does not offer him a chair, he will go and find one. He will then take his papers and lay them deliberately and carefully on the desk. Of course, you say this only serves further to irritate the prospect, but that is not always true. He will become interested and amused, for the calm and deliberative attitude of the salesman will overcome his irritability.

If the prospect listens to a part of the talk and then turns to his desk and starts to work, he simply ceases talking and sits patiently waiting. The prospect is soon shamed into giving his attention. The most irritable buyers will admire such tactics if cleverly performed. It is no time for cheerfulness; no place to smile. Flattery cannot be used. It is a cold-blooded fight for supremacy.

Heretofore, we have argued that the salesman must be cheerful; that it pays to be courteous. But it is also well to recognize the fact that sarcasm plays an important part in making a sale.

One of the most skillful salesman in the country

is with the Cadillac Automobile Company. The nature of his business brings him in contact with busy men, and many of them are irritable. When he meets discourtesy, he takes the chill out of the atmosphere with sarcasm, and maintains that it pays. He figures that he is dealing with a human being; that he is just as good as any of his prospects; that it is not a matter of "life or death." His goods are a necessity, and fear has no place in his profession. He knows he has a good thing, and he is going to convince his prospect of it before he leaves. As he puts it, "There is no man living who can frighten or embarrass me, because I know I am right, and the majority of those who try it, respect me after the first round."

After all, most irritable buyers are largely "bluff," and easily overcome if the salesman will but use his head and guard his tongue.

If a prospect walks away, his attitude is such that he cannot be called back for the purpose of talking business. He knows he has beaten the salesman. He has every advantage and may be discourteous if he chooses. It is possible, however, for the salesman to call him back and tell him what he thinks of that sort of treatment. An appeal can be made to fairness. It will do no harm, for if he leaves under the circumstances and returns later, he will be remembered. This situation requires tact and good judgment. What succeeds with one will not with another.

There are other men who, after the salesman has told them his business, start talking and do not give

him an opportunity to proceed. They know more about his product than he ever knew. The unfortunate feature is that they do not talk about the good qualities. Under these circumstances, the salesman may well break in and drive home a few goods points relative to his article. Beat him out if possible. Whenever a man finds that he knows as much about the article as the salesman, there is not the slightest chance of making the sale. A salesman should never let a buyer tell him something about his own goods. He is supposed to know more about them than anyone else except the manufacturer, and it is his business to convince the trade that he does know his business.

It takes courage to meet conditions of this kind. It requires confidence and faith. The salesman who is imbued with a determination to win is sure to win. The salesman who goes at his talk in a half-hearted manner, who lacks faith in himself, or who thinks of his own selfish interests, will show it in his expression and tone of voice. If he is filled with fear, he will radiate it. If he has confidence, courage, enthusiasm, and earnestness, the customer will feel it.

Another class of customers met with and especially in retail selling is the type of man or woman who appears to be interested, yet remains silent, merely answering all questions with "yes" or "no." The people who talk and express an occasional opinion, or ask a question, lend encouragement to the salesman. They furnish him a clue to their thoughts. He knows what they are thinking about,

what interests them. But the individuals who refuse to talk give him no opportunity to fathom their thoughts.

In dealing with a customer of this type, lay the goods out so as to ascertain his desires, giving a brief explanation of each article, meanwhile carefully watching the expression on his face. When something is brought out that pleases, the facial expression will indicate it. If it is something that displeases, it will be noticeable in the expression. After having found the article that makes an appeal, the clever salesman will follow this lead with his best selling arguments. He will make his appeal to the one instinct that he is sure lies closest to the customer. The clever salesman will understand each of the human instincts and in dealing with this type of man will endeavor to make his sales talk appeal to pride, vanity, pleasure, or profit, meanwhile watching the expression carefully.

For the above-mentioned reason, it is almost impossible for a salesman to complete the sale started by another. Many a store manager, head-clerk, or others have made themselves very obnoxious to a customer by coming around and suggesting that the article being tried on looks exceptionally well and perhaps suggest that he buy the very article which the salesman found it impossible to sell. These suggestions may be made in good faith, yet the person just coming in has not had an opportunity to study the expression or know the likes and dislikes of the customer. Therefore it is better to avoid suggestions until called upon to make them.

CHAPTER VII

CONVICTION

It is absolutely essential that a salesman get conviction on every point as it is covered in his sales talk. To get conviction it is necessary to give a sufficient amount of detail on each point, to thoroughly convince the prospect, before proceeding with the talk. He must be made to believe that the goods are right, the price is fair, and that he needs the line. One single point left unguarded, or a failure to get conviction that the price is fair, the quality genuine, or excellent house service is rendered, may prevent the closing of the sale.

The salesman who fails to get the prospect to sign the order-blank, when going over his talk the first time, will find that there is only one thing to do and that is to cover the talk again and get conviction where he failed the first time. Just which points it will be necessary to feature the second time is sometimes difficult to determine, and there is no set rule for finding out which they are. The kind of questions the prospect asks, or the general trend of his conversation, will frequently give a clue.

To get conviction, it may be necessary for the salesman to do either one of two things: Convince the prospect of his error or compel an admission of the truth of the statement. To show a prospect

that he is wrong can only be done by argument, and if the salesman argues and reasons it must be for the purpose of changing an opinion and bringing about judgment. Judgment controls the will and the will causes action. The salesman who fails to bring about conviction, hence favorable judgment, will fail to get action. On the other hand, if he endeavors to compel the admission of the truth of his point, it must be done with suggestion. He must play on the emotions and feelings. The emotions through feeling control the will and cause action. This type of buyer must be led, not driven. Indirect suggestion, which will compel positive action, produces the best results.

There is danger of emphasizing a particular point too often. Where this is done, the prospect at times becomes suspicious in regard to the point and will be imbued with the feeling that the salesman is trying to put something over on him. Each point must be driven home forcibly and a sufficient amount of illustration given to make it absolutely clear. A point should never be passed over hurriedly, since there is danger of leaving it vague and uncertain in the prospect's mind. Many salesmen get the idea that because they understand the proposition everyone understands it or because a point is clear to them, it should be clear to others. Then, too, when they go over the same points time and again, they soon become careless and pass over much that would have added strength to the talk if they had used more care.

The salesman must take into consideration the

education, environment, and temperament of each buyer. Is he trained to think logically, quickly, and clearly? Many prospects will require more detail than others in order to see the points clearly. Many will want to see the whole proposition at once. They are good thinkers, perhaps constantly dealing with weighty problems. With this type, much detail may be eliminated. The farmer will require more explanation than the lawyer. The country buyer more than the city buyer. The clever salesman will talk in terms that each will understand and paint mental pictures which can be readily comprehended. After all, conviction is but the result of understanding; understanding the result of knowledge, and the salesman must supply this knowledge in a logical manner.

To master conviction it is essential that the salesman possess a knowledge of the human mind and how it works. He must know what takes place when a customer deliberates; what change takes place in his mental consciousness; what his mental attitude is; his state of mind while being convinced. If judgment is the result of deliberation, how can he get favorable judgment? If he can answer these questions, he will understand his customer. To answer them satisfactorily, he must know human nature. When a prospect deliberates, he is comparing ideas. He is comparing an idea which the salesman has planted in his mind with those which have been in his past experience. He is reasoning, and it is absolutely necessary that he be prevented from doing so while the sales talk

is being given. The salesman wants him to think along definite lines. This can only be done by holding his attention every moment, for if permitted he immediately begins reasoning and reflecting.

Now, what does a prospect do when he reasons? Reasoning is nothing more than comparing one idea with another or thinking of some image or a series of images suggested one by another. This kind of thinking invariably leads to conclusions. If an abstract idea arrests the attention while a prospect is thinking, it may predominate or it may be set aside either permanently or for the time being. Thus, it is possible for the salesman to drive home a point, only to have it set aside for the time being in the mind of a prospect. This shows the necessity of preventing antagonistic ideas from entering the prospect's mind. To do this necessitates keeping him interested by holding his attention every moment. There will be a tendency on his part, if he is of the reasoning type, to let antagonistic ideas enter his mind. He will compare them with those presented by the salesman and draw conclusions, if given an opportunity.

One line of thought produced by the sales talk may call up another which has been in his past experience, and he will always give his own ideas preference. The result of this, however, is not always productive thinking. Thinking is only productive when it is the result of reasoning. A man may, without reasoning, deal with concrete facts with which he is unfamiliar, yet come to a conclusion. This explains why the man whose experi-

ences are narrow is easier to sell to than he who has had various experiences. It also demonstrates why the man, who through his past experiences has met with failure, will try another proposition where the chances are equally great for losing again.

The man who does not reason takes facts as a whole. The reasoner breaks them up; finds each separate attribute, and then studies each of these attributes carefully. The trouble with the average man in this respect is, that he is so busy looking on but one side of life or following just one line of thought, which is generally his hobby, that when another presents itself and happens to deal with an entirely new phase of life, he has neither the time nor patience to analyze it.

Now, in selling, a customer takes the facts, either as a whole without analyzing them, or he will analyze from his point of view, or he may analyze each idea in its entirety by looking at it from various angles. This explains why many men are unsuccessful in their investments and business as well. They fail to view each idea from every angle. They fail to reason rightly. It is one thing to reason and another to reason rightly.

The salesman must know when he is dealing with the man who reasons. His selling talk will be entirely different than that used on the type that can be influenced by suggestion. Here are two rules which the salesman may well use in dealing with either type: First, keep his eye and prevent an analysis of the argument presented. Second,

lead the line of thought and keep conflicting ideas out of his mind. There are two distinct classes of reasoning; namely, inductive, and deductive.

Inductive reasoning is reasoning from the part to the whole. We assume that if a statement is true when applied to one particular object it may be true of anything of which the object is a part.

Deductive reasoning is reasoning from the general to the specific. In other words, what is true in general may be applied to the specific.

It is difficult to sell to the reasoning man and do so immediately, for he will take time to reflect. Of course, that is what he should do. To be most successful one should never come to a definite decision on the spur of the moment. Time should be taken to think it over. This thinking should be done when the salesman is not around to wield an influence. There would be less selling but more successful purchasing if more time were spent in downright thinking, comparison, and reflection when not under the influence of another mind.

CHAPTER VIII

CREATING DESIRE

It is no indication that a prospect desires to purchase merely because he appears to be interested. A man is interested in many things which he has no particular desire to possess. A lady will enter the retail store and admire many of the articles on display, yet this is no indication that she desires to purchase them. Neither is it an indication that she may not be induced to buy. There is no well-defined line between arousing interest and creating desire except that generally in arousing interest the salesman will feature quality and give historical and production data, while in creating desire he is compelled to talk profit, pleasure, comfort, or satisfaction.

The average man is not working for his health. He is in business for what he can get out of it in a monetary way. Therefore, the sales talk must be decorated with the dollar sign. As soon as the salesman begins talking profit, he is on a fair way toward the creating of desire. Under many circumstances this is a difficult task. Let us assume that the salesman is carrying a line of woolen goods which will retail at $2 a yard. He offers the merchant a forty per cent discount. A competitor, however, carries practically the same grade of

goods and offers them at a fifty per cent discount. Under these circumstances it is difficult to talk profit. Desire cannot be easily created for an article that costs more or, as in many cases, is poorer in quality.

Now, of course, the salesman will have anticipated just such objections and built his talk to meet them. It is possible many times to force a merchant to stock the higher-priced line by creating a local demand, producing unusual designs, or featuring service. The salesman who has a weak personality and has no particular advantages over his competitor, may find it impossible to create desire on the part of the experienced buyer. That is why a poor article is always driven to new fields. It cannot stand competition.

The salesman who takes an interest in the sale by showing the merchant how to arrange the counter attractively, display the line most satisfactorily, arrange a perfect window display, submit copy for newspaper advertising, or suggest effective sales plans may find it possible even with a poor quality of goods and high prices to beat out a competitor. The salesman must show by his attitude that his interest is not alone in simply unloading his goods on the merchant, but he considers it his duty to see that there is a proper demand created for the line. Assistance of this kind is worth an additional ten per cent many times. If there is any man who should understand sales plans, counter and window displays, better than any other, it is the traveling salesman. He must know how to force a movement

of goods. He talks with every merchant. He feels constantly the pulse of trade conditions. He listens to the sales campaigns that have succeeded and those that have failed and has learned the causes of their success or failure. It is this knowledge that is valuable to the merchant.

There is also a number of other impulses to which the salesman may well direct his appeal; namely, pleasure, satisfaction, and comfort. In selling to the choleric type of individual, or the man who is of a nervous temperament, who thinks quickly, is well-read, seeks wealth and will sacrifice pleasure for wealth, he will talk profit only, and not pleasure. On the other hand, in selling to a man of the lymphatic temperament, the easy-going, slow-thinking, pleasure-loving type, who cares but little for future wealth but rather for present personal satisfaction, he will talk comfort, pleasure, satisfaction, and enjoyment.

So, to be most successful in creating desire, it is essential that the salesman understand human nature and human temperaments. He must understand the man he attempts to influence and build his talk to suit the temperament. The sales talk should be so arranged that he may easily switch from profit to pleasure and vice-versa. He keeps constantly in mind the psychology of handling the article. The shoe salesman places the article in the hands of the buyer. The automobile salesman will get his prospect in the front seat and let him hold the wheel. The typewriter salesman has his prospect operate the machine.

Desire can very readily be created for an article in the department store in the following ways:

(1) Backing the advertising with the window and counter displays. The consumer who reads a well-written advertisement, or the shopper who passes the window display and sees there artistically arranged a line of goods, will, if they make an appeal at all, become imbued with an immediate desire to possess them. The salesman now needs only to perform the fourth step in the mental law of sale. The desire, however, may not be sufficiently intense to cause the customer to pay a large price. If advertising alone could sell goods, stores would need no salesmen, merely order-takers. If the line is unusual, or the style new and public demand has not yet been created, the goods will require real salesmanship before the sale can be effected. If the stock is old and out of season or the design unpopular, it may even be necessary to cut the price in order to create desire.

(2) The personality of the salesman, his method of presenting the proposition or displaying a line, has much to do with placing the mind of the customer in a proper buying attitude. Desire cannot be created if the mental atmosphere is unfavorable. The salesman who radiates courtesy and good cheer, who shows a desire to please, will find selling a pleasure and also learn that it is not impossible to create a desire for his line in spite of seemingly insurmountable obstacles, as is often the case with the salesman who does his work in a half-hearted manner.

(3) An analytical or comparative analysis of goods may be necessary to create desire. The salesman who can tell an interesting story regarding his line will win public confidence. The lady who enters the store and asks the price of a particular article selling for eighty cents will not desire it if she has previously seen something similar in appearance and quality in a competitor's window marked sixty cents. The salesman who understands competing lines and can build his talk while keeping their merits in mind is in a position to strike at the very root of objections. We can take any two articles built in the same factory, finished in the same manner,—in fact, looking identically alike,—and sell one for seventy-five cents and the other for a dollar. The only necessary requisite will be a clever salesman for the high-priced article and an order-taker for the cheaper article. An experienced chair-maker who understands his business and can tell an interesting story about his line will find it a much easier task to sell a chair at ten dollars than the man who does not know the production or manufacturing process finds it to sell the same chair at five dollars. The customer has confidence in the word of the salesman who knows his business. It also gives him confidence in the store. The man who is able to give an analytical talk, or compare his line with a competitor's if necessary, will find it a simple and interesting task to sell goods.

Many lines of business have a uniform price-list. Through combining they have been able to maintain a standard price. The lumber and oil indus-

tries offer excellent examples. When bids are asked on a specified job, those submitted will be exactly the same. The salesman selling under these circumstances will find that making a sale is largely a matter of personality and service. The firm that can render the most efficient service, who can fill an order on time, keep their men on the job, or extend the most lenient terms of credit is the one that will generally get the business. True, the personality of the salesman is a factor to be considered where prices and quality are equal. Even the shrewdest businessman will admit that sentiment is considered in business under circumstances of this kind.

Beware of talking too much. After a prospect desires the article he should be given an opportunity to ask questions. By doing so, it places the salesman in a position to determine just how he feels in regard to purchasing. It shows him how nearly he has the proposition sold. It gives the prospect an opportunity to ask any questions which are not clear in his mind, and this is the proper time to clear up all important points. The salesman who knows his goods thoroughly, who is able to gauge his prospect carefully, introduce his profit talk tactfully, and then build his talk step by step until he has created an intense desire will then be ready to launch into the fourth step of the mental law of sale, that of bringing about a decision.

CHAPTER IX

INDUCING RESOLVE

We have now come to the most difficult step in the making of a sale, that of getting the prospect to sign the order-blank. Many clever salesmen know how to outline a sales plan and build a convincing talk. In their presentation they cover most efficiently every point, yet when it comes to getting the order, they fail. Closing is an art. It takes the best there is in a salesman to successfully close. Many will never succeed in learning the secret.

In closing a sale, the average prospect must not only be led but driven. The secret is in determining which points in the closing talk have the "hook" in them to win over each particular prospect and working those points hard. This can only be accomplished by properly placing the closing arguments and timing their presentation to suit the temperament of the prospect.

The old-fashioned circus with its side shows and "barkers" offers the salesman a typical example of successful closing. The people hearing the music begin to gather. The management now brings out a row of pretty girls and immediately the crowd becomes interested. The "barker" tells of the wonderful things to be seen on the inside. With many it creates desire. After the announcements, the

girls and music move through the entrance. The "barker" motions toward the gate with his arm and cries, "Come right this way, the show will start immediately. It is only a dime. Don't crowd there. There is room for all." This is sufficient to bring many people in, but with others there must be some further incentive. A man standing in the crowd will find that from behind they begin pushing toward the entrance. He is made to feel that everybody is going in and it is that push that gets at least fifty per cent of the people inside. Those "pushers" have been placed there by the management for the purpose of getting action.

Every successful sales talk must have pulling power, but it must also have the "push" at just the right time. While creating desire or arousing interest it will "pull," but when endeavoring to get the prospect to sign the order-blank, he must frequently be "pushed" across.

The sales talk must be built to gather momentum as the salesman proceeds. Every argument must lead naturally and logically toward the climax. The strongest points must be so arranged that they can be directed at a prospect's weaknesses. The salesman who fires his points at random, mingling the strongest with the weakest, will never succeed. If he depends upon his personality to aid in closing, rather than his sales talk and its arrangement, he is sure to fail.

The clever salesman will anticipate in every instance the real motives which induce a man to buy and use these to help pull the prospect across. One

man will buy an automobile because of its color; another because of the service offered; a woman will buy because the upholstery matches the gown she is wearing. No two will buy for the same reason. There are a multitude of motives for purchasing. The salesman must know them all and be able to determine in every instance what motive will produce action. He cannot close every sale by talking service, neither can he close them all by talking quality or price.

The wholesale salesman will keep the order-blank in his hand and outline the order as he proceeds with his talk. While writing, he discusses the merits of the line so as not to give the buyer a chance to interrupt. The expression on the buyer's face as he looks over the samples gives a positive clue to his feelings, his likes and dislikes. In starting the order, the salesman selects the articles in which he is sure the buyer is interested. At all times he takes it for granted that he is going to get the order. He infers as much in his selling talk and makes the buyer believe that he is positive he is going to get an order. When the talk is finished, the order is well started.

If the buyer is in the sample room and expresses a preference for certain of the samples, those should be laid aside, making a note of them in the order-book and the quantity which can, in all probability, be handled. In this way, after going through the samples, the salesman has a complete list of those articles which will most readily meet with favor.

In selling to the retailer, especially in the smaller towns, there is the constant danger of interruption. In the midst of the selling talk, the door opens and a customer enters. Of course, he must be waited upon. The merchant will generally take his time about it, talk about the weather and crops, with no thought that there is someone waiting for him. He is not thinking seriously about the line of goods which the salesman is trying to induce him to stock. Perhaps a second customer will come before he is finished with the first, and so on.

A salesman representing a large grocery firm meets this situation in the following manner:

"After the prospect returns, I begin talking details, leading gradually to where the subject was dropped. A great many salesmen get the idea that to drive a point home immediately after the customer comes back is the proper thing to do, but I find it is not. I talk on details for a minute or so until the customer's mind is back on the original subject and then follow up with a good, live point. I sometimes open a sample for him to taste, which arrests his attention and gives me an opportunity to lead the line of thought where I deem best. If I find it is impossible to get his attention in this way, I place some article in his hands and point out its special features while he is holding it. It is better to let him hold it than for me, for if I hold it I may have his attention or I may not, but if he has it I am sure he is paying attention.

"Of course, he may be called away a second time or even several times during the interview. My

method of resuming the talk would not be the same in each instance. The second time I would probably ask him a direct question before giving him a chance to say a word. The question would pertain to some point I have already covered, and he will immediately recall the entire proposition."

It is not unusual for the buyer to be called to the telephone just about the time the salesman is ready to close. The clever salesman will beat him to the usual objection of "No, I guess I will not order today," when he returns. As a general rule, that objection arises at the time he returns, and if the salesman has some question to ask or a pointed remark ready, no opportunity will be given him to say "no," and he will forget that he even thought of it.

Many salesmen tell us that the psychological moment for closing the sale lasts but a few seconds. If this is true, how is the salesman to determine just when this critical point is reached? The answer is: The salesman builds his talk so as to create the psychological moment. He has arranged the talk so as to lead the issue to a successful climax, and this does not occur until he is ready for it. We have already learned that a customer cannot be induced to place an order until he has been thoroughly convinced. Conviction is a most necessary requisite. The secret, then, in closing is not to try for the order until the objections have all been eliminated from the customer's mind. Never permit a prospect to say "no." Once this word has been uttered it is many times more difficult to overcome than if never uttered. It is easier to

combat a thought before it is expressed than afterwards.

The salesman should never give a prospect an opportunity to talk as the time for closing approaches. Just as sure as he does, there is danger of him putting off ordering until "he can think the proposition over" or talk it over with another member of the firm. If, after reaching the climax, the salesman feels that it is not the proper time to try for the order, it is best to come right on with the reserve talk, hitting hard the points that appeared to make the greatest impression. These should be couched in different language and presented from a different angle. In other words, the talk will be built to a fitting climax for the second time. Some of his arguments in all probability will be special discounts, shortage in supply, other merchants stocking the line, local advertising, etc.

The general agent for a large vacuum cleaner concern doing a national business makes it practically impossible for his prospect to back down and then forces him across. What he wants is immediate action. It is his duty to travel through the towns of eight thousand population or less, and place agencies. After outlining his proposition and explaining it thoroughly, he generally closes by saying:

"Now, Mr. Grady, I will just fix you up for fifty cleaners to start with. I will send a couple of boys down here to do some canvassing for you. The goods will be here and ready for display on Saturday morning."

Customer: "No, I want to think it over."

"Well now, Mr. Grady, I have made this proposition clear to you. I have shown you where you can make money on it and have demonstrated to you that this cleaner can be sold in this town. You maintain that a $5 cleaner is the highest-priced cleaner that can be sold here, but I have shown you that the $30 cleaner can be sold just as easily, and also that it will be sold. Now I haven't much time to let you think it over, and I am very sorry, but I am leaving town on the 5:40."

"Well, I will write to you, or you will be through here again, will you not?"

"Yes, I am coming through here again in about two weeks, but I am going to place this agency today. If you do not take it, Mr. Studebaker across the street is waiting for it. We have had inquiries at the factory from two of your competitors, and I have looked up the references of every merchant in this town. Your references are good; your stock looks well, and so I came to you. I want to place this agency with the biggest and best firm in town, but if you refuse it, it goes across the way to Studebaker." (Notice the appeal to vanity.)

"But I cannot sell a cleaner at $30 when I have been selling them at $5."

"I have shown you already that the $30 cleaner can be sold. These orders here are the result of three hours' work, and are a sufficient demonstration that they can be sold."

"What did you say they cost?"

"Thirty dollars each, less fifty per cent, sight draft attached to bill-of-lading."

"But I cannot meet those terms. I would have to pay cash for the goods when they arrive."

"Well, that is all right. I am simply quoting you on fifty and in this way you can get the highest discount. Of course, if you want to take only twenty-five as a starter, I can allow you a discount of forty per cent and give you thirty days' time."

"Why, on the cleaner I have been handling they allow me as much as six months' time!"

"That is not unusual, but we do not do business that way. I can name any number of vacuum cleaner firms in this country whose goods are so poor that they will be willing to place them on consignment with you."

And so the salesman proceeds. If he cannot get an order for twenty-five, he takes one for ten, naturally lowering the discount, but he seldom fails to place an agency with the first dealer he tackles. This is the kind of talk that creates action, and that is what the salesman must have. The clever salesman will tie his prospect up so that he must act. He makes it difficult if not impossible for him to back down, hesitate, and wait to "think it over," or let him know later on. The clever salesman will find some reason why every one of his prospects should buy now and not hesitate a single day. The man who can find these reasons and around them place the right kind of "hooks" will get his prospect tangled up and pull him over in the majority

of cases. Many salesmen make it too easy for a prospect to slip away.

There are many instances where, if a prospect says "no," it is best to take him at his word. Some salesmen, it is true, are too easy. They give up as soon as the prospect says "no." Remember that it is always easier for a man to say "no" than "yes," for, as we have already learned, "yes" requires action. It is better to be too persistent than too easy. By being persistent there is some chance of making the sale. The salesman who is too easy has no chance. If a prospect is of a nervous temperament, or irritable, it is better to take him at his word when he refuses to order and withdraw gracefully, because experience has demonstrated that it does not pay to try to get a man of this type to change his mind. If he is of the slow-thinking, easy-going type stay by him and hit him hard.

Occasionally, where a salesman fails to secure an order and is all ready to leave, he makes a remark something like this, "Well, Mr. Blank, when you get ready to buy we want you to give us a chance. We have got the goods and would like to do business with you, etc." It would be better to say nothing about future orders. A salesman can withdraw gracefully and at the same time show his prospect that he has lost none of his determination or fighting spirit because of his defeat. It helps his case if he expects to make a return call.

Many times, it is well for the salesman to produce evidence of his good faith. His house may not be known in the particular locality where he is selling.

His goods may be a new brand and many customers will hold this against him. In this case, references will aid materially or better still it is sometimes wise to make an agreement with the prospect to pay all expenses incidental to communicating with parties in the next town where his reputation is established. In specialty selling this is very important.

Enthusiasm is an important factor in bringing about the closing of a sale. The salesman must be enthusiastic over his goods before he can get a prospect enthusiastic. To be enthusiastically interested in the line and to be sufficiently confident in their merits is an entirely different thing. The successful salesman will get his prospect so vitally concerned that he feels just as he does. This, however, cannot be brought about without absolute confidence in the article. A salesman positively cannot create an outside confidence in any article in which he has no confidence himself. His first appearance will almost invariably show a prospect how much confidence he has. This is determined through intuition. That is why a buyer passes judgment on the salesman within the first few minutes after meeting him. He can generally tell whether he is dealing with an order-taker or a real salesman.

There are generally two classes of people with which the salesman must deal; namely, those that will order quickly and those that will delay action as long as possible. Every prospect understands that the salesman is there for an order. Many of these buyers do not want elaborate detail. They

want to get right to the point. They make up their minds quickly one way or another, and it is hard to alter their thoughts.

When the salesman sees that a buyer is favorably impressed he should not hesitate to make an immediate bid for his order. This can be done by making a positive suggestion or asking a direct question; such as, "Now, don't you think you would feel a whole lot better if you closed up this proposition and knew that you were making a start in the right direction?"

The prospect may answer somewhat as follows: "Well, possibly."

That is the time to bring forth the order-blank and get ready to close. Of course, he may say, "I can't order today." Pay no attention to such remarks. Go right ahead with the talk. Bring up some point which has not yet been explained, making the explanations short, and finally come back with another positive suggestion. In many cases it is necessary to bring the prospect up to the closing point a number of times, but patience will generally reward with a signature. Many salesmen fail to get orders because they do not ask for them. Many others fail because they do not ask at the right time.

A salesman for a house of coffee importers, handling an unadvertised brand, frequently met with the following objections: "Well, I have a supply of coffee and it is proving very satisfactory. I don't know anything about your brand. There is no reason why I should change," or "I will think

it over and let you know later." The salesman comes back at them with the following remarks:

"Mr. Blank, you buy coffee for your trade. It is your customers who determine what you shall buy. You must satisfy them and give them the best, considering both quality and price. You know what it means to stock your shelves with a new brand of goods and then have your customers come to you and express satisfaction. Brown & Company have just stocked our goods, and I am going to place it in every store in this city. I say it will sell and I am ready to show you that it will; I am going to prove my statement. I am ready to meet my own proposition halfway. You put in ten bags of this coffee today, and I will guarantee that you will not have a pound left within one month. Now, you do not pay the bill for thirty days, and your second order will be in before you have paid the first account.

"If this coffee does not sell before the end of thirty days, I will take back all that remains. What you have sold will mean profit to you and satisfaction to your customers. Here are fifteen orders that were secured in about one hour this morning. These you can have with your first order.

"You cannot afford to pass judgment on this coffee now, but in thirty days I will give you a chance. We will leave the test to the good judgment of your customers. If you can get better quality at the same price you are now paying for your coffee, you are businessman enough to make a

change. You cannot afford to let sentiment play any part in a matter so vital to your trade."

The above is a good illustration of the method used in forcing the issue, by the man who is carrying an unadvertised brand of goods. All he desires is to get a customer to handle his article for thirty days, and the majority of those who stock it for that length of time will continue to do so. During these thirty days the salesman makes every effort to help sell the goods, that a second order may be sent before payment on the first is required.

Many buyers will remark, "Yes, I want the goods, but I am not ready to take them today." He has acknowledged that they are all right by stating that he wants them. He acknowledges that the price is right, or he would not have said "yes." It is up to the salesman to convince him that now is the time to act. Just as sure as he is permitted to put it off he will never order. When a man states that he will talk it over and decide in the morning, there is not much chance for getting the order.

The firm that is maintaining a force of men, producing and manufacturing goods to sell; who are paying the salesmen a salary to keep them on the road, expects them to sell goods; to convince the dealers that now is the time to place orders, not merely take promises. A firm cannot do business on promises. Whenever a customer acknowledges that he wants the goods, and that the price is right, it is the salesman's duty to immediately force the issue to a climax. The man who is in business possesses good judgment or he would not be there, and

if he has good judgment there is no reason on earth why he should not make a decision immediately.

Here is a method used by a real estate man in which he plays upon the instinct of possession. He paints mental pictures, not only of the profit that may be gained by possessing real property, but also the satisfaction of possession. Just a few brief excerpts are given, showing how he leads the prospect step by step. He knows just what he is doing and what the result will be.

"Dealing with men as I do constantly and knowing that but few have learned the secret of saving and investing, makes me earnest about this. Everywhere I meet men at the age of sixty who have nothing. They have nothing because they did not start saving early in life. Investing $10 a month in real estate for ten years will make a man independent. Now can you save and invest $10 a month out of your salary?" (He will not say "no," for few men will acknowledge that their salary is so small that they cannot save $10 a month. If he says he is putting it elsewhere, the salesman should find out where, as it may change the whole talk. An acknowledgment that he can save is necessary at this time, as it is to be used as a weapon against him later on.)

"Do not spend all you earn, but plant a few dollars in real estate. You can make no better and safer investment. I advise my friends to sell everything they have that does not pay them a good dividend and put the money into New York real

estate, for it has a future. Every dollar I earn goes into real estate because I have faith in it, and some day I shall reap the reward for my sacrifices." (Note that the salesman shows his prospects that he plants his own money in real estate, and many will say that "If it is good enough for him, it is good enough for me.")

"There is nothing that should stand in the way of your making a start right now. Furthermore, New York real estate is pretty dangerous stuff to hesitate over. Right now property is advancing as I have never seen it advance before. I have never, in all of my experiences, witnessed a greater demand for property than there is right now." Here he is rushing the prospect. When a prospect feels that there is danger of his losing out, it tends to force immediate action.

"You do not need to make up your mind just now if you don't want to, but I do want to see you get in on this. You may want to do some more figuring, but clinch this lot and do it today. After it is done you will feel better about it; you will know that you have not lost your last chance to get in on this opportunity. It is not a case of tying yourself down for a lifetime. It is not a matter of life or death. I know that once you purchase, you will be grateful to me many times. I want you to become a permanent client of our firm and I can make you such only by seeing you succeed; by helping you make money." (Here he shows the prospect that it

is not a case of tying himself down for a lifetime; that buying is not such a serious business; that the company is in the business of selling, and that if he gets tired of his purchase the company will turn it for him. Each move gets the prospect in a little deeper.)

(The prospect still hesitates.)

"If you cannot afford to put up $100 today let me help you do it. Pay whatever you can, and I will carry the balance until such a time as you can pay me. If you can afford only to put up $50 today, I will carry the balance thirty, sixty, or ninety days, or even longer if you desire. I am anxious to see you get started doing business with us, for I am sure that if you do business with us once you will continue." (Here the personal element enters. Where the salesman shows a willingness to sacrifice for the prospect, it makes it hard for him to back down.)

Now the salesman produces the application blank.

"This is the kind of application which we make out. It is very simple in form and provides that you make an initial payment amounting to ten per cent of the purchase price. It indicates the number of the lot and block. Here we write your name in full just as you want it to appear on the contract and then you sign your name in full down here as you want it on the contract."

Now, in case the prospect finds it impossible to make the initial payment, the salesman will accept

what he can pay, give him a receipt for it, and make out a promissory note for the balance. The note is not mentioned to the prospect until after he has made a deposit on the purchase. Otherwise it is doubtful whether he would agree to proceed with the contract, as many men are averse to signing negotiable paper. After once signing the application, however, they never refuse to sign the note.

Beware of cutting the price to get an order. The salesman who is selling an article for $100 and must allow a $10 discount on every sale had better quit his job and find something that he can sell without cutting the price. I know that "half a loaf" is better than none at all, but why not get the whole loaf every time? Once a salesman starts cutting the price, the customer expects it every time and it weakens his confidence both in the goods and the salesman's ability.

It is not unusual for salesmen, in making their closing appeal, to produce other contracts which have already been signed, thus playing upon the instinct of imitation. The salesman who can show a man where his neighbors have signed up for his proposition, or where other businessmen who rank higher socially or financially have taken it, pushes him in the right direction. It makes him feel that there is less danger of making a mistake. Many will order simply because some of their friends or competitors have done so. This appeal works especially well in house-to-house work.

A salesman told of hearing an evangelist who could teach many a salesman a good lesson on the

knack of appealing to the instinct of imitation. He was induced to go and hear the evangelist one night. The sermon was short but very interesting. After the meeting was over absolute quiet was produced in the room in spite of the large crowd. They then began taking up a collection in an old-fashioned frying skillet. All over the room could be heard the click, click, clank of the nickels, dimes, and quarters as they were dropped into this most unusual receptacle. There was hardly a person in the audience who did not give something to the cause. When they came to our friend he dropped in a dollar just to hear how it would sound.

Many salesmen find it difficult to close because their line is unadvertised. Competition is so keen that they find it necessary to offer many special inducements. It takes a far better salesman to close on an unadvertised line than one that is advertised. A grocery firm started salesmen on the road carrying an excellent line of goods but they found it impossible to break through their competition. The salesmen were all called in, and each was armed with a photograph of a very expensive window display. Of course, every grocer wanted the display in his window, but it could be secured only by placing an order for five cases of goods, and the salesman generally got the order. Unusual, original, and unique tactics must be resorted to occasionally.

Many salesmen will find it necessary at times to offer special inducements. It is not unusual to spring the idea of local advertising on a merchant as an inducement. They ask about the local

mediums, the amount of space that should be used, and will then produce some copy. Almost any merchant is willing to place an order if he feels that he is going to get some advertising out of it.

A very successful book salesman will, after he has given his talk and is nearing the close, hand a pencil to the prospect. This is done while he is talking and almost invariably the prospect will take the pencil. Now together they go over the order-blank. Every detail is carefully explained to the prospect. He holds the pencil and it is much easier to induce him to sign than if the salesman were compelled to hand him the pencil and ask him to sign at the same time.

In closing, feature service. There is not a man in business who will not be willing to change his line if the salesman can convince him that he has got something better in quality, price, or service than that now being used. The primary secret, however, in successful closing is to find the real motive for buying and then work it hard near the close.

CHAPTER X

MENTAL TELEPATHY

Many salesmen are sincere advocates of the idea that the subjective mind is a silent factor in bringing about some of their larger sales. Their theory is a process of mind influencing mind without an actual personal interview. It is the theory of selling at long range.

Let us assume that a salesman has interviewed several times a merchant in a certain town and endeavored to sell to him, but so far has failed. Tomorrow he is to meet him again, when he hopes to secure a large order. He now makes a mental study of the merchant's peculiarities, his traits, and temperament. He concentrates upon the article and the size of the order which in his judgment the merchant should stock. After thus having carefully studied over each of these particular points; thought out and answered every conceivable objection which might arise; covered his selling talk in every detail to meet the objections, and while thus concentrating he has kept in mind the idea that he is certain to make a sale, has the prospect been influenced to any extent whatever as a result of this mental stratagem? If he has, this is one of the strongest weapons a salesman can possess. If he has not, the mental concentration has undoubtedly made the salesman stronger. The salesman who thinks seri-

ously all around a proposition, who studies over every objection that can possibly arise, who sees mentally the temperament of his prospect and overpowers it, is the one who will bubble over with enthusiasm, energy, and determination and the prospect will find it difficult to resist him when they do meet.

Scientists who have really investigated this matter agree that there exists a law of nature, whereby, without using any of the ordinary means of communication, it is actually possible for one man to communicate with another without regard to distance. It is this process of mental communication that has been given the name of telepathy. That is about as far as the scientists have progressed with their study. We know that such a science exists and, to some extent, how it works, but beyond that the idea is as vague as the law of gravitation or electricity.

The theory evolved by Sir William Crookes is perhaps the latest and best. He suggests that telepathy works much like wireless telegraphy. As everyone knows, in wireless telegraphy, a powerful sending apparatus sets in motion invisible air waves. Under ordinary conditions these waves cannot be felt by any human being, but when in the course of their journey through space they come in contact with a receiving apparatus properly tuned to them, it at once becomes possible for the skilled telegrapher in charge to interpret their meaning.

Now, the human brain contains a nervous center capable of projecting thoughts through space in the

form of invisible waves. These thought waves ordinarily are unfelt by other human beings, but if they happen to reach a brain with its receiving center tuned in exactly the right way, they give rise to changes in consciousness. Many men have had the experience, while sitting in their office or home, of the thought of a certain person unexpectedly coming into their mind, and in that instant he would walk into the room or call up on the phone. A man may be walking down the street deeply interested in a business problem, and in the midst of his reverie a thought enters in regard to an old friend whom perhaps he has not seen for years, and upon looking up he beholds the friend.

Many of these problems, of course, still remain unsolved, but undoubtedly within the next generation or two at least some of them will have been explained. As yet no answer to the problem has satisfactorily been worked out. We do know that there are times that we hear or feel things when we are not paying attention. A question may be asked while a person's attention is occupied on something else, and although he may not consciously hear it, a few minutes later perhaps, to his own surprise, he gives an answer to that which was asked. This merely proves that the subjective mind is capable of receiving impressions without its becoming a part of the knowledge of the objective mind.

It has been demonstrated time and again that one mind does receive intelligence or impressions from another when no word is spoken. This action takes place in the subjective mind. While the objective

faculties are passive, the subjective mind is most susceptible to outside influences, and it is under these conditions, if at all, that it holds communication. It is generally understood that this communication may take place by the conscious effort of either one or both parties, but it may also take place unconsciously on their part. The salesman concentrates upon his prospect or proposition and makes an impression upon his subjective mind which is lasting and which will either consciously or unconsciously at some time communicate that impression. This communication may take place during sleep, or while the objective faculties are engaged elsewhere. Therefore, we conclude that all impressions received by the subjective mind do not actually come into our objective consciousness. This brings forth two facts: First, that this powerful weapon of attack is working for the salesman when he is least conscious of it. Second, that once he succeeds in getting an idea past the objective faculties and plants it upon the subjective mind, he is sowing seed in fertile soil.

This giving and receiving of intelligence occurs most frequently among close relatives. Illness or death in a family will sometimes be communicated to a member of the family, although they may be many miles apart. This happens less frequently among friends and least of all among strangers.

The man who expects to make use of this mental power must find the prospect's mind in a proper condition. In other words, the receiving mind must be in a passive and receptive state in order to

obtain the best results. This illustrates why it is easier to conduct a sale when sitting in a semi-dark room than one that is brightly lighted. Under these conditions, the mind is more impressionable and sensitive, yet able to reason just as subtly as ever. It has also been demonstrated that the salesman who sits or stands fairly close to his prospect will make a better impression and wield a greater influence over him, than if he sits at too great a distance. This may be accounted for by his personal magnetism or the radiating of energy, which at close range cannot help but prove more effective than at a distance.

Occasionally a salesman will sit alongside of his prospect, or refuse to stand directly in front of him, but the majority find that it is far more satisfactory to get directly in front, or a position when sitting that will permit of their facing the prospect. In a séance almost invariably the parties will sit in a circle. The reason for this is obvious. All the thought energy is thus focused toward a central point. There is no scattering fire. The principle can be applied to the making of a sale. The salesman who focuses his thought forces and energy on one point—the buyer's mind—will get results.

The subjective mind, as before stated, will perform its best service when the objective faculties are inactive. Therefore, the close of the day is the best time to plant an impression upon either the subjective mind of self, or the mind of another. Psychologists tell us that the subjective mind is continually awake and performing its duty and does

its best work when the objective mind is inactive. Therefore, it is most impressionable just before going to sleep. During sleep its work is performed without coming into the objective consciousness, and instead of it being a drain upon the vitality, it is a benefit.

We are not taking these theories all for granted. It is not for us to discuss the extent to which the subjective mind receives or sends communications, but we do know that there are certain natural laws that are workable in selling and it is desirable that they should be known by every salesman. Scientists today are just beginning to grasp the meaning of some of the most striking of these phenomena and salesmen all over the country are beginning to put to practical use the theories which have been proved workable. This subject is a large one and the field new, but it is worth the while of any salesman to investigate. If the theories are correct, telepathy promises to become one of the most powerful factors in the hands of a salesman and it is well that he should strive for its mastery. We do know that concentration will make any salesman stronger mentally and his prospects will find it much more difficult to resist him. Many salesmen find it a help if they have other persons in the room where they are endeavoring to make a sale, mentally pulling for them. It does no particular harm to try out such ideas and if they prove workable, make use of them. The power of mentally influencing is in the hands of every salesman and it is merely a matter of development.

CHAPTER XI

AUTOSUGGESTION

The power of a man's personality depends largely on his power of autosuggestion. The revolutionizing of man is dependent on internal and intangible forces. Great men are great not by chance, but as a result of effort. Man was born with possibilities and a will, therefore his development is dependent on himself. The process of eliminating negative traits, and substituting positives, may be greatly facilitated through the use of autosuggestion. The process is simple to the man who understands the use of the factors that will bring about a change. The extent of a man's personality will be determined by the power of his will and concentration.

The functions and sensations of the body can be controlled by suggestions emanating generally from the subjective mind. Such being the case, it is imperative that each individual use care in the selection of the suggestions and ideas which control his bodily functions. Every idea which enters the human mind leaves its impression upon the physical being. It is woven into every tissue and muscle of the body. This impression is made absolute and complete by repetition. It is, therefore, essential that every idea be positive in its nature and each negative thought be eliminated.

We have already learned that it is impossible to control the human mind by suggestion and that the task is most easily performed while the objective faculties are passive. If impressions can be planted upon the subjective mind and their effect reflected upon the human body, it is not impossible for a man to revolutionize his entire physical and mental make-up. This transition will depend upon the amount of power which can be brought to bear upon the positive ideas and whether or not the will is powerful enough to eliminate those that are negative. Our man-building qualities are dependent upon this elimination process. Proper development will give a man the power to turn failure into success. It will give courage and strength of purpose.

To be most successful in these man-building accomplishments, there must be a definite goal in life. The man who seeks to earn $10,000 a year must set his financial goal at $10,000 and strive for that end. This goal must be set high enough that it will require effort to attain it. The trouble with most men is, that they have no definite aim in life, or if they have, there is the lack of a plan of action. The man who seeks to be more successful, ambitious, fair, honest, and just must aim high to attain these attributes.

He who now aspires for the higher and better things, and has a definite plan of action may attain them through the use of suggestion. In the evening, either before or immediately after retiring, the mind is in a most passive and receptive state. At this time the strongest appeal can be made to the

subjective mind, since the objective faculties are not so alert. Suggestions made at this time and backed with determination and power will almost certainly make an impression upon the subjective faculties and in due time perform their functions.

Let us now assume that you desire to bring about a physical and mental change within yourself; so, following the above instructions, you say to yourself that you will succeed; nothing can prevent you from succeeding; you think it, dream it, and live it; you get the success factors of the universe working with you and pulling for you. If you do not believe you have the power to succeed you get no help from outside, intangible forces. By concentrating for ten, twenty, or thirty minutes upon your plan for success, by holding the mind upon the idea without permitting it to waver for a single instant, you plant the idea upon the mind in such a manner as to make it indelible and irresistible. It gives you assurance and teaches you how to concentrate.

In the morning when you arise, suggest that you will be cheerful during the day, that you will make others happy, that you will be more pleasant during office hours; concentrate upon these facts and plant the idea firmly upon the subjective mind. The results will come out when you are least conscious of it. At the close of the day find out where you have failed and the reasons for failure. Then on the following day strive to overcome your weaknesses. Do not say that it cannot be done. Never acknowledge defeat. If an evil thought comes into your mind pass it off; do not make it a part

of yourself. If not given expression it will not become a part of you.

Many ambitious men and women fail to succeed in the development of themselves, for the simple reason that instead of giving these success ideas serious and energetic consideration, they will try the plan haphazardly once or twice, get no results, and then say it cannot be done. That is just why men fail in most things. They have not learned the secret of conquering themselves. There is a lack of will-power to back up their resolutions; a lack of necessary confidence. To achieve success a man must believe in his power and in his ability to accomplish his purpose. He must have faith that will insure him success. Most men want to be successful; they want to be cheerful; they know it is the ideal, but they do not have the backbone to strive for it. They lack the energy and power to drive a victory. It is easier to travel along the line of least resistance. They want the better things in life, but they want them without effort. It requires driving energy to force a victory. Many men do not appreciate hard work, hence they go on from day to day plodding the beaten trail.

When an individual determines to overcome his weaknesses, his objective mind does not believe him. It is ready to be convinced, and if convinced, will not interfere so strongly thereafter. A man must have confidence in his ability to carry through that which he starts. He must learn that every act in life means a fight, and that when he fights and wins it is easier to win the next time, because he believes

in himself. A man suggests that he is going to be more cheerful and backs up his suggestion with determination; he will succeed in being more cheerful, but if in ten minutes he is morose and downcast, it is because he lacks confidence in himself. The objective mind has defeated his purpose, and it will be more difficult for him to overcome the next time.

This does not necessarily mean that a man will be able to eliminate all his physical and mental ills through suggestion. I leave that for the scientists to discuss. Every man does, however, have the power in his possession to revolutionize himself. The possibilities of this power are unlimited. He can build success out of failure; change a wretched, discouraged, downhearted man into a healthy successful being by going about it in the right way.

Every man should have an occasional talk with himself. He should suggest a plan of action for himself, just as he would for a friend. This should be worked out on a definite basis, for upon it he builds his future. He must convince himself that he has weaknesses and find out where they are. Occasional heart to heart talks with *self* will give a man greater power.

One cannot suggest success to himself and be successful, unless he has the ability to succeed, or the other requisites that go to make up success. Suggestion never can accomplish that which is not backed up by real ability. A plan of action properly worked out will enable one to acquire the ability to conquer and at the same time strengthen

the power of concentration. It is well to remember that the man who desires to do great things must first aspire for great things, and then lay a foundation for attaining them.

Every man in business wants friends, and no man needs friends more than the salesman. There is no better way to secure friends than to desire them, and this desire can be fanned into a flame through auto-suggestion. The man who sits in solitude and lets this desire grow and develop will have the desire satisfied. It will spring from his very inner nature, and he will find his heart reaching out toward humanity.

This desire needs constant prodding. A man should tell himself occasionally that he desires friends. He should radiate it each evening and morning. Each day he will feel the desire growing, his body will tingle with the attractive magnetism which it is generating. His desire must be for friends who will help to make life more noble and will help to fulfill and accomplish some purpose—friends who can give advice, who are influential; and by careful cultivation and intelligent direction, friends will be acquired and many of them. A man accomplishes and achieves this desire through his own efforts.

In business, friendship plays a bigger part today than ever before. It is one of the biggest assets that any firm can possess. Every sale that is made should make a friend, and money will then come incidentally as a reward of friendship. The man who has friends and can render them a service will

inherit rewards in direct proportion to the depth of his friendship and the amount of service he can render. We are rewarded just in proportion as we put back into life that which we take out. We are blessed in just so far as we benefit the world. The wise businessman understands this perfectly well. The greatest religion today is the religion of friendship. The wise salesman is the man who can meet and make every customer his friend. He must be an adviser, and use his knowledge as a means of protection. His sense of values must be at their disposal. He must make his business a business of human service. This can only be done when once he has made friends, or has acquired the knack of making friends.

There is no such thing as health, happiness, and progress without friendship. The man who can radiate his positive qualities and impress others with the fact that he possesses such qualities will invariably win.

The antithesis of friendship is hatred. The man who hates has his mind closed against reason, against all thoughts that are beautiful in life. He cannot make friends, neither can he hold them. He grows indifferent to life and to humanity. His life becomes a tragedy. One of the most prized possessions in business is not within his grasp. The man who has friends sees nature at its best. The sky will never appear so blue, the birds sing so sweetly, nor acquaintances appear so gracious, as when he is filled with love for another. The salesman who is imbued with the idea of winning friends,

has clothed himself with the garb of courtesy, politeness, kindness, and generosity; he deals more gently with the irritable individual; he puts his whole heart and soul into his work; he makes his customers feel his kindly interest in them; he builds for greater happiness and success in life.

CHAPTER XII

WILL-POWER

If there is any one thing that counts for success more than another in a selling or man-building career, it is the power of will. This is the power eternally to hold on to right in the face of opposing wrong; to court success in the face of obstacles.

The real difference between man and beast is largely a matter of man's power of will. We have already learned that man possesses all the propensities of animal life, and, in addition, has a will which distinguishes him from the brute. A man without a well developed will-power allows the appeal to his appetite and passions to dominate him, and he dies as he was born. On the other hand, a true and unmistakable exhibition of will is in the control of the human traits. The exercise of will determines a man's destiny. His progress and rise to power depends on the strength of his will-power.

Every idea entering the human mind is given physical expression. It is the necessary suppression of these ideas that necessitates a controlling factor. It is this controlling factor that enables a man to adapt himself to his environment. Not all the ideas entering the brain come into consciousness, yet if they are at all influential they will control the very brain whose processes initiated them.

From the mere fact, however, that the animal inheritance of idleness, indulgence, vanity, selfishness, and greed is predominant in mankind, there is need for a guiding instrument, for the brain is a mere machine and will work evil more readily than good if not controlled and guided.

We are safe in saying that man creates his own destiny. He is not a creature of circumstances, yet many men prefer to drift with the current. They take the line of least resistance. It is easier to heed and satisfy human desires than to combat them. It requires effort to fight down these desires, yet every man has been given a fighting weapon and he rises or falls in proportion to the fighting strength of his will.

Now, that feature of our mental life designated as the will is subject to development and training. The environment in which a man lives will tend to mold his experiences. The mere fact that he gives attention to any action, desire, or passion, means that he shows a preference to that particular course of conduct. This is a voluntary act. The will, then, is the furthering of interest in one act or desire as against others. This interest, if sufficiently intense, is given actual outer expression. It may be for good or evil. It may or may not conform to the dictates of society. The will, then, may be exercised in either furthering our interest in this desire or combating it. It is the power of eliminating actions and desires not compatible with future development, and nourishing those that are, that gives real power to the will.

In the development of will-power, habit becomes a factor with which we must reckon. Habits are strong within us. Many of them should be nourished and protected, while others must be eradicated. The strength of the will must determine the extent of this elimination. Habits for success require more cultivating than habits leading to failure. The secret of success is to find out what is the thing to do, and how to do it, then supply the motive energy for doing it in the face of opposition.

The man who gets a job should stick to it until he has succeeded. The failure quits when the demands are heavy, while the successful man says, "I will."

The only difference between a genius and a failure is that the genius knows no such word as quit. It takes courage and indomitable will to do many of the things exacted of mankind. Whenever a man gives up, he weakens his courage, making it just so much easier to quit the next time. The man of strong will finds pleasure in doing the things which are apparently insurmountable.

The development of concentration will aid materially in the development of will. The power of holding the mind focused on a principle for a considerable length of time without vacillating, gives mental strength. The concentrative man analyzes. He is a thinker and a leader, and, after all, his real strength of will is determined by the ability to control the minds of those with whom he comes in contact. The man with a strong and pleasing person-

ality rules both himself and others with an invincible will.

Personality is dependent upon the elimination of the negative traits. The completeness of this elimination is dependent on the strength of the will. A man's influence will have much power or little over others, and this is determined altogether by whether his positive or negative qualities are in the ascendency.

The man who strives to accomplish noble and worthy acts, who sets his goal high and puts forth every endeavor to attain his purpose, is the man who accomplishes the things worth while. True, there are tasks which are beyond human abilities, and if a man sets his goal too high, discouragement will be the result. One of man's first lessons should be to realize that there are things beyond his power of attainment, but when he does strive for a definite purpose he must put forth every power to achieve his aim. The man who is vacillating or easily misled cannot hope for success.

Many men who pride themselves on possessing a strong will are merely stubborn. The wise man seeks advice, the fool never. The clever salesman says little, but what he says carries weight, because he knows. He has learned the secret of concentration. He analyzes facts, draws conclusions, and develops his will-power in so doing. The poor salesman takes facts as a whole, or he may even be handicapped by prejudice or preconceived notions. One man has initiative and ambition, the other takes instructions.

It has been truthfully said that man's weaknesses are his moral enemies. If more men only knew how to find and remedy their weaknesses they would be more successful. Every man has intelligence and is able to reason, but the extent to which he employs his reasoning faculties determines the width of the breach between himself and the animal.

The will may be made a factor which refuses to recognize the power of enemies. The mind should never be placed in a state of submission. There are times, it is true, when men say, "I can't do it, the odds are too great." It is then that they need the courage to say, "It can be done, and I am going to do it." By studying the features of those we meet we are able to distinguish between the man who says "I can't," and the one who says "I will."

Learn to think positive thoughts; seek ideal aspirations; make good resolutions and then make the will a slave in carrying them to a successful termination. It is the duty of a man's mind to make real his inspirations. It is the duty of the will to control his energies, passions, and human instincts.

Every man can go forward and be successful if he will.

He can live a life governed by reason and conscience if he will.

CHAPTER XIII

PERSONALITY

Every man is a bundle of possibilities. He is born with a multitude of characteristics and qualities which, if properly developed, will make him a leader, a conqueror, and, most important of all, a success. If permitted to lie dormant he is doomed to a life of servitude as one of the mediocre class.

Man was designed to be successful. It is most unnatural for him to fail, and he will not fail if his positive traits are in the ascendency, although in the majority of cases the negative traits predominate. That is the reason why there are so many failures. That explains why so many individuals have poor health. That is why men are slaves to inefficiency. The average man does not understand himself. He cannot analyze himself; he does not know his weaknesses, and therefore cannot overcome them. For a man's own sake he should strive to develop himself. He should find his God-given qualities and nourish them, for otherwise he is doomed to be a hireling, a follower, a weakling all his life.

Every thought is either positive or negative, therefore every action is either positive or negative. Each idea creates action. Furthermore, every idea leaves its physical impression. A man whose

thoughts are moral, honest, and cheerful shows the result of such thinking in his physical expression. His personality will be strong and pleasing. If his thoughts are immoral, dishonest, or morose, his personality will be weak and dwarfed.

Personality is largely a matter of thinking. The man who thinks pessimistic thoughts will find that nothing under the sun can keep him from being a pessimist, while the man who thinks only optimistic thoughts cannot be prevented from being an optimist. Thoughts make a man master or they will make him the servant.

The youth who devotes his life to pleasure, to the eager pursuit of excitement, shows it in his physical expression of bitterness which grows on him as the years go by. The expression of peace is gone, and youth has been replaced, not with a calm and self-respecting age, but by regret and disappointment which mars the expression. It leaves a hopeless, forlorn, and careworn wreck, not found as the result of a more worthy life.

The man who devotes all his time and energy towards serving others, who endeavors to instill happiness into other lives, who lives, not for himself alone or his own selfish interests, but for the good he may render humanity, possesses a peaceful expression not found in the selfish, self-centered type.

Either the positive or negative traits of a man will be in the ascendency. He will be either honest or dishonest; moral or immoral; ambitious or lazy. He cannot be both. To overcome negative traits

requires a constant stream of positive ideas. To make these ideas impressionable, requires a well-developed will-power. The man who succeeds in winning out will find the reward generous. There are many men who know their failings, but lack the grit in their backbones to overcome them.

Habit plays its part in the building of personality. Once a man acquires the habit of thinking positive thoughts, it requires less exertion to do so. It is easy for the moral man to be moral; it is easy for the truthful man to be truthful; for the honest man to be honest. The man who desires to learn has no difficulty in forcing himself to study. Habits that are trained into positive lines will aid materially in overcoming negative traits.

This task of substitution is not a simple one. It means a fight against self, environment, and hereditary instincts. The man who is really in earnest, who desires to win, will surely succeed. The histories of the great men of all ages show that they were men who fought and conquered. They knew they were right and that victory must come. Each succeeding fight develops strength and courage within. It makes a man more powerful. This should lend encouragement to those who doubt their ability. Many men cower when they realize what a real fight is. They think they are willing to sacrifice, but when required to sacrifice pleasure for work, idleness for effort, they shrink from the task. Every man should glory in this battle for life. He should glory in it because of the joy of winning, because of a desire to develop into the kind of man

God intended he should be. It takes time to win, but the rewards are generous.

A man's mental attitude with regard to his mental development will determine to a large extent whether or not he will make a success of self-development. It makes little difference how much training or culture we have had, if we permit worry, fear, grief, or hate to predominate in the mind, it will be the cause of our destruction, both mentally and physically.

To properly develop the positive traits, it is necessary to find a starting-point. It is impossible to repair an automobile until we know where the trouble is. The trained automobile mechanic, the man who understands the machine, can locate it almost immediately. The physician will find it difficult to heal unless he understands the mechanism of the body. A man will find it difficult to develop his personality unless he understands what personality is. Let us use the following definition for personality and work out a plan of development: Personality is the outward expression of our inner life. It is a reflection of positive qualities. Energy is the starting-point. In making a study of chemistry, we find upon analysis of all material objects that the smallest object known to science is the atom. It is constantly in motion, and all material objects are composed of these atoms in various degrees of motion. A theoretical analysis of the atom reveals that it is nothing more than energy. It is this energy that gives us the cornerstone for a strong personality.

Our thoughts are forces. The mind is a great creative center from which vibrations of energy are being carried out in all directions. By their impact on corresponding chords in other minds, these are swept into active vibration. The principle is the same as in wireless telegraphy, where one apparatus sets in motion invisible air waves, which, when they come in contact with another apparatus tuned to receive them, leave an impression. Just as the pebble that is thrown into the lake causes the waves to vibrate and roll toward the shore, so does this energy vibrate from every man who has a strong magnetic personality.

To demonstrate the effect of this, let us assume that an individual steps into a room where there are several other persons. He is in an angry mood, and the others immediately feel the effects of it, although no word is spoken. We have all had the experience of being out with a party of friends when the crowd seemed lifeless and dull until someone bubbling over with cheerfulness joined the group, and the spirits of the entire assembly changed immediately. It is a typical example of the forces of cheerfulness striking a sympathetic chord in the mind of each person in the group. Anger will arouse a feeling of anger in another. Cheerfulness will sweep into action a sympathetic chord of cheerfulness in another. This is a good reason why every man should develop his positive traits.

As before stated, every idea is given physical expression. "As a man thinketh in his heart, so is

he." His thoughts being forces, they are woven into every nerve, muscle, and tissue of the body, either consciously or unconsciously. These thought vibrations are unlimited, but they are of no value unless harnessed and controlled. It is this process of bringing into submission these forces of energy to which we shall devote ourselves in the next few chapters.

If a person in his own mind strikes a negative note of anger, envy, selfishness, grief, fear, or pessimism, it stirs a sympathetic chord existing in other subjective minds into sympathetic activity. If a man surrenders to these passions, others with whom he comes in contact become obsessed with them. The person who thinks pure, clean, honest, and cheerful thoughts, who gets his mind forces in unison with the divine chord, will carry almost irresistible potency and power.

How can these forces be trained? How can thinking be controlled? We would all dismiss our fears, grief, or selfishness if we realized that it would make us stronger and we knew how to go about the task. Every normal man has his weaknesses. He many times realizes what they are, but does not understand how to overcome them. You may step into a dark room and attempt to drive the darkness out, but it cannot be done. You enter the same room and lift the curtain, and the light floods every nook and corner. The process is very simple. In trying to overcome their weaknesses most men will attempt to use physical force, and they fail. Negative traits can be eliminated only by substituting

positives. It is a mental process. An evil thought can only be eliminated by thinking of better things; a dishonest thought by substituting honesty; moroseness by substituting cheerfulness. Positive thoughts must rule the mind. It means a well-rounded and successful life. It means a magnetic personality. Thoughts are powerful forces and can wield a wonderful change in a man, but it takes courage to force a victory in this human fight. Every man is made in the image of the Almighty, and this is a test as to whether he is worthy of the name "man."

Ignorance, idleness, misgiving, and some forms of sickness are all traits that can be easily overcome, but if permitted to rule they grow more powerful and ultimately replace the positive traits. They destroy the body and mind. They are the enemies of hope and faith. They kill ambition and blight the hopes of men. Every man should make it his sincere desire to eliminate all that destroys. It should be his daily prayer that he touch only the positive chords around him; that he may radiate positive energy wherever and whenever possible. Just as sure as this is possible, he can silence discordance by vibrating the opposite. For instance, if a friend is in grief, he does not grieve, but radiates cheerfulness. If his friend is discouraged, he radiates confidence. Otherwise, the grief or despondency is only increased. Vibrations of cheerfulness, peace, and harmony strike responsive chords everywhere.

The seat of this great centrifugal current of

energy and thought force is the subjective mind. The mind may be classified into two distinct parts; namely:

Objective faculties or objective mind;
Subjective faculties or subjective mind.

The objective mind is that which reasons, deliberates, and reflects. It secures its impressions through the five senses: hearing, sight, smell, taste, and touch. It is the mortal mind. It determines our conduct and character; makes us what we are; shapes our thoughts, actions, and habits. It is capable of every form of reasoning—deductive, inductive, analytic, and synthetic.

The subjective mind is under the control of the objective, and through it only is developed. It is capable of reasoning deductively only. It is the immortal mind and usually gets its impressions through the objective faculties.

The working of these minds will be more clearly and definitely explained in the chapter on "Suggestion and Argument."

CHAPTER XIV

PERSONAL MAGNETISM

The question is frequently asked, "What is personal magnetism?" We know that we possess magnetic qualities to a greater or lesser degree, but just what this magnetism is, how effective it is, or what part it plays in the making of a sale, is not so easily determined.

Every man is born with more or less personal magnetism, but it must be developed. There are many who do not know that they possess these qualities. There are many more who have not developed their magnetic powers. The fact remains, that with the majority of men these qualities have been lying dormant since their birth. Once this power of magnetism is properly developed it is one of the most valuable assets a salesman can possess.

You pass an individual on the street and remark, "There is a man that I feel I could trust. He has a strong and pleasing personality." He has not uttered a word, and perhaps has not even noticed you. How do you know that you could like this individual, and what has told you? Is it his magnetic qualities?

The magnetic man is the man of strong will. He has willed that he shall be influential, strong, and generous. He has determined that he will implant

good cheer and hope into the lives of others. He has a kindly act and a pleasing smile for everyone. He does not try to see how much he can get from humanity without making a return. He is not cheerful because he alone will benefit thereby, but because he has an interest in humanity which is larger than his own selfish interests. He wants to see others do well, and believes in living and let live,—hence every effort is turned toward helping others, whether friend or foe. The Golden Rule is his motto.

A man cannot afford to have a selfish interest in life. To get the most out of life he must put something back into it. A life filled with sympathy for our fellow-men will repay with peace and satisfaction. It does a man no harm to go out of his way to help a friend or foe, and the habit will be a life-long dividend payer. The man who is kind to old and young, courteous to friends and enemies, aggressive, confident, and fearless in his dealings, modest and whole-hearted in his conversation, honest and true in expression, sympathetic, bright, and happy will live in a larger and more magnetic world than the man who takes the opposite view of life. These qualities can be acquired if a man determines that he will possess them. They are the result of desire. The man who awakes in the morning resolving that the day shall witness something more worthy from his hand than the day preceding, that he will do more for his fellow-men, is heaping blessings upon himself as well as helping others. It is wise to take a retrospect of the day each evening. Look over

our thoughts and see whether they were beautiful and uplifting, our actions kindly, and good cheer generous. In this way, we can find our shortcomings and weed them out. Reflection of this kind, backed with determination, makes a man strong, magnetic, and best of all, happy.

In approaching a prospect, the expression, tone of voice, and every action of the salesman must show a keen, whole-hearted interest in his welfare, forgetting absolutely his own selfish interests, and by so doing he has drawn first blood in the battle of wits. This trait, if cultivated, will give him a power and strength of purpose which never fails to conquer.

People are influenced usually through the three following factors:

The eyes,
The hands,
The voice.

The Eyes.

The salesman who desires to be master of the situation, who wants to wield an influence over his prospect's mind that will be hard to resist, must do it with the eyes. If he can hold his gaze on a prospect without wavering, it is possible to practically persuade him in every instance unless the proposition is too unreasonable. Of course, this does not mean, in making a sale, he would look into his prospect's eyes at all times, but in driving home the

points which he expects to impress most firmly on the mind he will look him in the eyes.

The eyes are one of the most important weapons of attack the salesman possesses. In making a statement to the average man, looking him straight in the eyes while doing so, it will invariably be accepted as a truth. There are two reasons for this. First, the eyes will betray the man who makes a misstatement. It is difficult for a man to look you in the eyes and tell a falsehood without showing it in his facial expression. Of course, there are exceptions to this. A salesman may make a misstatement so often that it becomes mechanical and hence when uttered will not leave a facial expression.

Second, while looking a prospect straight in the eyes, it gives him no chance to reason or reflect. The idea is planted upon his subjective mind. It is not analyzed or compared with some past experience, but taken as a truth.

There are times when the prospect will insist upon looking away and almost invariably, while so doing, he is reflecting, reasoning, or comparing. This is the very thing the salesman does not want him to do. Rather, he wants him to take each statement as a truth, and hence it is necessary that he capture attention. The following methods will be found effective:

First.—If the salesman looks away, almost invariably the prospect will look at him. Then, when he returns his gaze, it is his duty to catch his prospect's eye and continue once more with a driving

point. Of course, in giving details, when there is no question of argument, it does no harm to let his gaze wander, but in driving home the points which are to make an impression upon his mind and upon which he is not to reason, reflect, or argue, it is best to look him in the eyes while giving them.

Second.—When a prospect is inclined to gaze at the wall, out of the window, or at the floor, by getting him to look at a folder, photograph, or picture, he will almost invariably then look at the salesman. The instant his attention is now obtained it is wise to drive home a pointed argument.

Third.—If the prospect turns away, the salesman should get in front of him. It is best not to let him get away. He may appear uneasy and have a desire to turn aside. He does so because he wants to reflect upon what has been said, and he appreciates that there is danger of the salesman wielding an influence over him.

For years we have known the power of the eyes. For ages men have been able to wield an influence over their fellow-man by this power and it is as potent in selling today as in the earlier ages. It is essential in looking at a prospect that the salesman look determined. To look determined, he must be determined. His gaze must be steady. If he blinks it will break the spell. Occasionally a salesman may turn his gaze aside, but it must always return. The eyes are a most effective ally, in persuading a man and getting conviction. In selling they are a most valuable weapon if properly used.

How to Use the Hands

Gestures should be made occasionally. We know that there is power in the hand. Centuries ago, Mesmer cured physical ills by passing magnets over the body, and later the same results were obtained by passing the hands over the body. The laying on of hands is an age-old practice. Biblical history tells us that it was very common among the Jews.

If cures are actually affected by the passing over of hands or the laying on of hands, there must be some truth in the theory that hands actually impart magnetism. There have been numerous instances recorded where it has been demonstrated that the hand actually conducts and imparts magnetism. If such is the case, we will make use of it in selling.

Gestures should always be made downward. It is very effective to use the first fore-finger. The effect is to hold attention and add emphasis to what is being said, or to direct the eye toward a certain point. It is most effective to point to the goods, an illustration, or a map. The eye will invariably follow the finger.

The extended finger has been used quite extensively in advertising, especially on street car cards. The finger that points at the reader from any angle will leave a strong impression on the mind. He seldom forgets the advertisement and many will retain this impression for years. The psychological effect, however, is not all that can be desired. It causes the reader to shrink from it and gives him

a slight feeling of fear. It holds a mastery over his mind and has a tendency to destroy interest rather than lead toward a place of business. If the finger points toward the article, an address, or selling point, it is far more effective. There is danger of overdoing gestures in a sales talk. Many a salesman gets warmed up and in his enthusiasm swings his arms violently and wildly. This detracts from the talk and destroys interest.

Another vital question which concerns the salesman is whether it is wise to shake hands with the prospect on meeting him. Both sides of this question have been discussed by salesmen and businessmen, and after all the discussion, it is impossible to lay down a hard and fast rule. We know that many sales have been lost because the salesman did not shake hands, while others have been made because he shook hands at just the right time.

In specialty selling, the salesman takes the initiative. Therefore, it is up to him to determine whether he will shake hands or not. He cannot wait to see what the attitude of the prospect may be. In calling on the farmers, who are not bothered to any great extent by salesmen, it is not unwise to shake hands in practically every instance, while, in selling the same proposition in the city, calling on bankers, lawyers, and businessmen, there are but few instances in which the salesman will shake hands. In calling on the laborer, clerk, or other individuals not so high in the ranks of business, it is advisable to shake hands.

If a prospect enters the office, the case may be

considered in a different light. If he merely asks for information in regard to a certain lot which he has seen advertised, the salesman would, in all probability, not shake hands. If he enters and explains that he is Mr. Jones and desires to leave some papers in escrow for ten days, it would be very unwise not to shake hands. The problem must be worked out by every salesman and made to fit each particular case.

In shaking hands with a prospect, it should be a firm, hearty grasp. It is less effective if the salesman stands too far away. Neither should he draw the prospect slightly towards him or lay his left hand on the arm or shoulder, as many salesmen do, for there are many people who resent what they term undue familiarity.

The Voice

There is no business in which the voice plays a more important part than in the profession of selling. If salesmen could only realize the power of their voices and the relation to selling, hence devote more time and energy to training, it would be time and effort will spent.

The average salesman does not realize that he can make men weep or laugh just as he chooses. The man who has the power in his voice to make men weep, who can touch the tenderest chord in the human make-up, will find it possible to wield an influence over humanity that few salesmen now possess. The actor comes out upon the stage and

moves the audience to tears. When he utters his first word, a silence falls over the audience. It is the power of his voice. Every word has been especially chosen and carefully studied so as to touch some human emotion. This has required effort, hours of hard work, practice, and study. Why should not the salesman devote the same care and thought to the building of his talk and the training of his voice? There are two reasons why he does not: First, he does not realize what an important ally he has in his voice. Second, he does not have a proper method of cultivating and training it.

The successful salesman must have a well-rounded-out vocabulary in order to be able to talk influentially and intelligently. A good businessman will have as many as four or five thousand words or more. The larger the vocabulary, the more effective will be the phrasing and sentences of the sales talk, because the greater will be the command of language. Every salesman should select as far as possible the one-syllable, Anglo-Saxon words, the kind with fire and action in them. They are preferable to the foreign two-, three-, or four-syllable words.

To build a good vocabulary, the dictionary is invaluable. Many of the best salesmen today are taking a course in word study and public speaking for the express purpose of getting a well-rounded-out vocabulary and proper instruction on how to use it most effectively. The voice and vocabulary to the salesman is just as important as the law book is to the lawyer. Therefore, every salesman can afford

to spend some time and effort in training his voice.

The salesman may use three distinct tones of voice: First, harsh; second, moderate; third, quiet. Ordinarily he will speak in a modulated tone avoiding the monotone, which is so likely to put the prospect to sleep. The tone should be changed occasionally, at times making it fairly harsh, although this depends upon the temperament of the prospect. In driving home a point, or in case attention is not acquired, it is advisable to raise the tone of the voice. After having secured attention, a moderate tone may again be used. There may be a question, especially in some lines of selling, as to whether it pays to speak in the quiet confidential tone so frequently used by the "bunko" man. Of course, in an office it is necessary to regulate the voice so that it does not carry over the entire room. A salesman will be required to speak considerably lower in a large office than in the open, or if in his own private office.

The voice should be made as musical as possible. People will sit and listen to a musical instrument for hours and not tire. Why should they not sit and listen to a salesman talk for hours and not tire? It is because the tone of voice used by many salesmen is not pleasing to the ear. It will be just as difficult for a man to leave the salesman who has a pleasing voice, as it will to leave the theater or concert where the music is pleasing.

There are three essential requisites considered in the training of the voice: First, correct pronuncia-

tion; second, emphasis; third, feeling and earnestness. Correct pronunciation may be acquired by observation, careful study, or the carrying of a notebook and making note of the words which are either new or difficult. It is not unusual for a salesman to mispronounce some of the most common words. The customer will notice this, and it not only tends to destroy interest, for the customer's mind will reflect on it, but it also has a tendency to lessen confidence. Customers want to be led. They want the salesman to be an adviser to them, but they expect him to be a better man than they are. If they find he is weaker in any respect they discount him and his statements generally. The salesman who can prove that he is strong intellectually will find that it gives his customers confidence in his judgment. No man ever buys from a salesman who is weak intellectually, unless the goods sell themselves and he buys because he knows the value is genuine. If, however, it is necessary for him to depend on the judgment of the salesman, he will consider all minor characteristics of the salesman as important.

Each sentence should be expressed in a clear, easy tone, with just enough emphasis on each word to give it a pleasing effect, to make it musical to the customer's ear. A customer is always willing to listen to the salesman who has a clear, rich, musical voice.

Of the three essentials, feeling and earnestness are the most important. The salesman who can put sincerity, earnestness, feeling, good will, and cheer-

fulness into his voice is the one who invariably can strike a sympathetic chord in the heart of his customer. A hard, unsympathizing tone should never be used except when it is absolutely necessary. The clever salesman will learn to plead just as a lawyer pleads before a jury for the life of a friend. He will be able to move his prospect to tears if necessary, just as an attorney would move the jury to tears. He will be able to paint a mental picture and do it in language that will make an appeal to some human interest.

Cultivate the voice and make it rich and full. There are numerous exercises which may be practiced for this. Any text on public speaking or voice culture will outline a series of these exercises. Practice from twenty to thirty minutes each day. Try speaking in a tone that will bring tears and then try the hard, harsh tone. Practice of this kind each day for six months will produce results.

Care should be exercised to avoid talking too fast while giving a selling talk. Many salesmen speak too rapidly for their client, and he not only fails to catch the sentences but does not follow the line of thought. It is best to speak slowly, enunciate clearly, and drive home each point with vigor.

CHAPTER XV

POSITIVE AND NEGATIVE TRAITS

We are now ready to lay a plan for the development of the positive traits and the elimination of the negative. Our first duty is to make a careful study of each of the positive traits. We shall then try to eliminate the negative, in so far as possible, by substituting positives.

We have already learned that the only way to think cheerful thoughts is to eliminate the causes for uncheerfulness. The only way to develop honesty is to eliminate dishonesty; to be courteous, is by eliminating discourtesy. A man's success depends to a large extent on how completely he develops these positive traits. Every man is anxious to be successful, and yet many do not realize that their success depends altogether upon how extensively their positive traits are developed. They are not able to analyze themselves. They are unable to find their weaknesses, hence neglect to strengthen them. If a man finds that he is not as cheerful, honest, active, or economical as he can be, then is time for him to get busy and cure the evil.

Select ten of your positive traits and each day give yourself a grade for each trait. At the end of the week add the grades and get the average for the entire week. Are you a seventy-five, ninety, or

ninety-five per cent man? If you are only sixty-five per cent efficient can you find your weakness and overcome it? Try to increase the percentage. Make of yourself a more efficient man; it will give you a feeling of exhilaration to watch the percentage climb.

Take a small card three by five inches and rule as shown in the illustration:

J. BROWN	MON.	TUES.	WED.	THUR.	FRI.	SAT.	SUN.	TOTAL
ACTIVITY.....	75	..	..	..	..	..	..	....
CONCENTRATION.	80	..	..	..	..	..	..	....
INITIATIVE.....	80	..	..	..	..	..	..	....
COURTESY.....	88	..	..	..	..	..	..	....
ECONOMY.....	90	..	..	..	..	..	..	....
CHEERFULNESS....	60	..	..	..	..	..	..	....
HONESTY.....	90	..	..	..	..	..	..	....
PUNCTUALITY.....	85	..	..	..	..	..	..	....
ORIGINALITY.....	77	..	..	..	..	..	..	....
AMBITION.....	80	..	..	..	..	..	..	....
TOTAL + 10 = ...	81⅘	..	..	..	..	..	..	....

A man cannot become highly efficient in this self-development in one week or even a year. The men holding the highest positions are those who have spent years in preparation for them. Thousands of other men did not have the time to prepare themselves properly for the $10,000 positions, and the result is that they are earning all the way from $10 to $25 a week. The man who desires the better things of life must prepare for them. Nobody hands out success, and there has never yet been discovered a rule for finding it. The rules for making it, however, are just as sure as eternity.

Every thought of fear, unkindness, or hatred has a tendency to destroy or tear down a man's physical being. They will undermine character, batter down personality, and destroy a pleasing countenance. They darken the intellect and are enemies of the will. They damn the body and take the grit out of a man's backbone. Learn to trample every negative feeling into the dust. Learn to plant both feet upon your negative traits. Resolve that you will be governed by reason and good sense, not feeling.

If a man could only realize that his most prized possessions face destruction before fear, distrust, and hatred; if he could only realize that sooner or later these demons of destruction will ruin and undermine his prospects; if he could only learn how to overcome them by exercising sufficient will and right thinking and living, he would be a bigger man, a more worthy citizen, and a more successful salesman. Truth, courage, and beauty will enlarge a man's mental horizon, stimulate aspirations, and encourage achievement.

The man who expects to wear the crown of success and wield the scepter of power, must learn to master himself. He chooses his own destiny. The whole proposition is before him. Love will reward with love; hate, with hate; selfishness, with selfishness. A man cannot get good from evil, neither can he get power from weakness. The man who is a success must aspire for success. He must lay a foundation which will be invincible and indestructible. He alone holds the key to his destiny.

CHAPTER XVI

AMBITION

The height of a man's soaring will be the limit that he places on himself. A man never gets higher than he expects to go. Most of us are chained to our past, our difficulties, and failures, and it is impossible to shake them off. Therefore, the possibilities for a useful and more worthy future are limited. Conditions are changing. Men who did well a few years ago must do better today. Men who succeeded a century ago perhaps would be failures in this modern age. The successful individual must be a bigger and better man than the men of a generation ago. The opportunities are greater today than ever before, but the requirements are in proportion.

As we look back over the scenes of our childhood and view the country home and village streets as they were many years ago, we note that a change has taken place. The house that seemed so large now looks small. The home that was our paradise, the lawn, our playground, do not look the same. They have not changed; it is ourselves that are changing. Our mental ideas have broadened. We have acquired new standards of comparison. That is why things do not seem the same. It is right that a man should look forward and not backward.

He must aspire to do greater things, plan for greater things, and then because of his aspirations and plans he must do greater things. The mere fact that he can look into the future helps him to shape and perfect his plans. The man who finds this impossible can never give his plans completeness or effectiveness. The architect sees his building completed before he starts; the artist paints his picture mentally before he touches the canvas; the salesman just starting out must see the ultimate end of every sale before he starts.

It is not surprising that some people accomplish much more than others and work a great deal less. It is because they have planned and looked ahead; have used their mental power and seen visions. They realize what is to be done and set about evolving a plan for doing it. The greatest and best things in life do not come by chance, but rather they are the result of some effort based on a definite plan. It takes genuine determination to win. Some people start out with wonderful hopes and aspirations. They are filled with determination, but when the start in life is over, they have been sadly left in the race and give up. What they want is courage and the intelligence to believe that they are capable of carrying some of the necessary responsibilities of life. They need aggressiveness, and energy to fulfill their convictions. They must believe that they have some purpose to achieve, that they have the ability to accomplish great things.

Ambition must be based upon a definite and well-defined plan. The man who has a desire to be a

merchant, an advertising man, or a salesman, must determine the necessary requisites of success in each of the professions. He will find that it is impossible to jump right in and keep pace with those already on the job. If it was my ambition to swim the Mississippi River, and I did not know how to swim, I would make the first attempt near the source in Minnesota, not in Louisiana. I would start on a small scale and learn the rudiments of the game. So it is in every activity of life. The man who wants to be a buyer in a department store, or who desires to open a store of his own, need not wait for someone to offer him the opportunity. It is his business to make things come to him. The big things never come by waiting, but only as the result of earnest and intelligent effort. The path to success is not well beaten and the plodding will be difficult, but through intelligent effort and industry a man can force the issue.

Let us assume that we desire to employ an ambitious man, a skilled mechanic. We find that he has a position. We then endeavor to induce a clever reporter to enter our employ, but he has a job. We submit our proposition to the active, intelligent salesman, but he already has a good thing; we ask for men in every activity who are worth while, but they are all busy. If we desire a shirker, loafer, self-satisfied clock-watcher, one who seeks an easy berth and a meal ticket, who has no future ambitions, we can find hundreds in every city and town. They are always looking for a job, always down and out. The best positions seek the ambitious man.

Place an estimate on yourself. Make it just as high as possible, then do not disappoint yourself in attaining it. Strive to live up to your highest aspirations. Habits are strong within us. If we are in the habit of succeeding, the habit will grow. If we are in the habit of letting failure predominate, failure becomes inevitable. There are no forces which can prevent our rise except those forces within ourselves. Look resolutely into the future. Never be influenced by a past failure. It takes strength and power to get up and keep on plugging with a determination to win after once having fallen back in the race. There is some hope for the man who strives. The only fellow who wins is the man who tries.

CHAPTER XVII

ACTIVITY

In every line of human endeavor the demand is for greater efficiency. Millions of hours of precious time are wasted each year by the salesman, clerk, and businessman. Thousands of these so-called business advocates are slaves to inefficiency. They spend two hours on a transaction which might be successfully performed in thirty minutes. Many of them belong to the clock-watcher class and have no more of a chance for success than the tramp who makes his home in a municipal soup-house.

The man who does eighty per cent work for a hundred per cent pay is damning his own future possibilities. The man who does a hundred per cent work for a hundred per cent pay will always hold a salaried job, and it will never be safe. The man who does a hundred and twenty-five per cent work for a hundred per cent pay, yet does not ask for a raise every two months, is building safely for a noble and purposeful future.

The shirking salesman arrives at the office at 8:30 in the morning and does little before ten o'clock except to smoke a cigar and read the morning paper. He then devotes a few frenzied minutes to his correspondence and in preparing for the day's work. At eleven o'clock he rushes out to obtain any

business which the early birds have failed to capture. The wise salesman takes care only of the important correspondence, leaving all other until his time is less important, but gets out after business within thirty minutes or an hour at the most from the time of his arrival. There are hundreds of salesmen in every city who accomplish nothing before eleven A.M., because they hopefully expect business to come to them in the morning mail. Seldom does business come to a man, but there are many secrets for going after it. There are men who sit in the office hour after hour killing time, yet have a mortgage hanging over their home. Their grocer and butcher have not been paid for weeks. They wear the same suit, unpressed and shabby, year after year. Their families are suffering, yet they pay no heed. Unfortunately it is impossible to make men over. We can only pity those who are dependent upon this type.

The clerk enters the store at eight o'clock, uncovers and dusts the goods and then gossips the morning away, where the time might have been profitably spent in working out a better method for displaying the goods, or in studying the details of another department. There are more self-satisfied men in the department stores than in any other profession.

A salary is a good thing to have at times, but the man who is content to spend the best years of his life working on a salary and is afraid to break away from it will soon find that his services are not worth the price paid for them. Business wants

aggressive men; men who desire to do things; men who are never satisfied, but are striving for something better. Idlers are to be found in every occupation, wasting both their own and their employer's time. They have no thought of the dishonesty of their course of action. They are the men who find themselves pushed aside by the active, efficient man later in life when they need a position most.

Each day consists of twenty-four hours, and out of the twenty-four the failure works just as few as possible. His one thought is to do just enough to hold the job and draw his pay check. He generally does not act until told what to do and how to do it. If men could only see the real need of making every hour count for something; if they could only appreciate the fact that every moment is golden; if they could be made to realize that the only way to succeed is by constant efficient application, there would be less social discontent and fewer failures.

The average salesman spends eight hours out of the twenty-four in sleep; six at work, but what about the other ten? This squandering of time would not be so deplorable, if when they worked they would strive for greater efficiency, but there are thousands of men who work eight hours each day and accomplish what an efficient man would do in three, a total loss in production of over sixty-five per cent. Killing time is not only a crime against the employer but a still greater offense against the salesman, for he is the one who will later pay the price.

It has been truthfully said that an idle brain is

the devil's workshop. Psychologists tell us that only about twenty-five per cent of the brain is active. Therefore, it is up to each individual to keep the devil out of the other seventy-five per cent. The salesman is open to more temptations than perhaps any other man in any profession. Therefore, this seventy-five per cent of barren brain, not in activity, requires careful guarding. The most economical way to guard it is to develop initiative and activity. This can best be done by placing a value on your time. By placing a monetary value on it, you will soon find yourself trying to increase that value and will be more careful in seeing that every hour is productive.

Do not kill time simply because you do not feel active. When you do not feel active find out why, and remedy the difficulty.

Do not kill time because it is dry, hot, or wet. Many a salesman puts off calling on a prospect for the simple reason that it is raining.

Do not kill time because you fear a prospect is out. Go and see.

Do not kill time because you are discouraged. If you have not been entirely successful, find the reason and remedy it.

There are times when salesmen are paid much less than they really earn in order to secure greater effort. The fact that such a condition exists is deplorable, yet true. Many a man earns five dollars and is paid only three in order to keep him busy. The sales manager knows that if he pays five dollars an order, the salesman will get but one

order and quit. If he pays but three dollars, the salesman will get two orders. The salesman who is blessed with an active mind and body is the winner in every instance. The man who does just enough to hold the job is always looking for a change. There are many men who will not work just before the holiday season because they think their customers are too busy to buy. The active man who is on the job early and late and every day gets the business.

A man's happiness is largely dependent upon his activity. The active man is cheerful and possesses many friends, because he knows he is doing something worth while. There is a secret in keeping well and happy, and that is to keep the mind clean and active. Hard work never hurts a man, and it pays both from a physical and economical point of view. There is not a student of this book who cannot own a business of his own in time, but it means hard, energetic, and driving activity.

CHAPTER XVIII

CONCENTRATION

The power of convincing and persuading is the key to successful selling. The development of this power is the direct result of the development of concentration. The salesman who can sway the mind at will, who can lead or drive his prospect as the occasion demands, who can hold attention and get conviction with or without argument, possesses a powerful weapon of attack.

Although the American people are progressive commercially, yet, so far as the development of mental concentration is concerned, we are but infants as compared with many of our ancestors. In ancient India even the lowliest of the Yogins were able to concentrate on a nail until the thought forces and thought vibrations would actually disintegrate its form, or change the vibratory condition of the molecules of two steel rings so as to make them actually link through each other.

It is not our purpose to try to emulate these Indian phenomena. Our duty is greater, for instead of wasting our energy and power on things immaterial to our development, we shall endeavor to focus our thought forces toward the development of our own physical and mental being, and if possible, alleviate the illness, moroseness, fear, anger, hatred,

and other negative traits which so frequently take possession of the human mind and body and also to correct the evils of our social and commercial environment.

The businessman who focuses his thoughts and interests upon his business, who throws with earnestness his whole heart into his work, who polarizes his mental and physical energies around his business, has learned the secret of concentration.

The boy who is imbued with the first touch of early love will focus his whole stream of attraction upon the one object—his beloved. The world looks different to him than it does to you or me. He sees no evil, no sorrow, no responsibilities. The whole world is glorious and good because the world is his beloved. He needs no lesson in concentration. In one of its forms he has learned the secret.

Desire is the key to successful concentration. To desire an object with a fiery fervor will result in the focusing of all our energy and thought forces toward the accomplishment of a definite purpose, which will be the acquiring of that object. The mere fact that we desire indicates that we are interested and our interest will tend to give us knowledge, but to make our desires terminate successfully the whole body and mind must be polarized and focused around the object which we desire.

This desire is the keynote of all life whether it be human, plant, or animal. The tree clings to the earth with a desire to live. It desires the sunshine and the rain, and so is it true with all plant and animal life.

The human mind becomes an attraction in so far as it is able to focus its thought forces upon a definite purpose. The human mind becomes a great magnet around which are attracted those objects which will enlarge and vitalize our being. The entire desire force is reaching out and drawing to it these vitalizing currents of intelligent life, and as we cultivate our desires for the good things of life we learn the secret that all things negative and unreal are subject to our will, and when we once learn that there is nothing which cannot be overcome by a definite and energetic effort, then in that degree do we become an individualized attraction for the nobler things in life.

There is a tendency to attract those things which are most harmonious and pleasing. Negative traits will have a tendency to attract negative objects. Positive traits will have a tendency to attract positive objects. This combination will then tend to combat opposing forces.

From the time when the first cell felt the attraction which united it with others, ultimately forming the great central organism that began the destruction of other forms of life, and so on to the present time when great commercial interests are combining, co-operating, and absorbing those that impede their progress, desire has been the incentive. This desire grows more intelligent as it enlarges, and it will not be satisfied until it has created a great co-operative organization that will absorb all and nourish all. Hence, desire may be the root of all evil as well as good.

It is your duty and mine to enlarge our desires for a greater co-operation, for a more nearly perfect unity, the overcoming of evil tendencies, and the building of a more nearly perfect system of social and economic standards. If we can enlarge our desires for greater equality, these desires will in time aid in attaining a more equitable standard of social and economic conditions. Not until this standard is achieved, however, will all of our desires become real. The tendency is towards a more nearly perfect universe, but certain conditions must be overcome.

Now, to make our influence most effective and to overcome our weaknesses most readily, let us forget about them. If a man desires health, he must know that he has the ability to overcome illness, and forget that such a thing as illness exists. If he wants success he dare not talk about failures. He must believe there is no such thing as failure. He must have faith in his ability to win success. When he thinks about his negative traits, worries over them or fears them, they ultimately overcome him.

The man who has learned the greatest lesson in concentration is the person who has been successful in putting to a practical test his powers. Every man is endowed with faith and hope. Men become influential when they combine faith with the feeling, "Well, if I do not get all I desire I will be just as content, and perhaps it is for the best."

The man who feels that he is not getting all that he should out of life, must remember that he must comply with certain laws, and he positively cannot

get more out of life than he has the power within himself of taking from life. He acquires the best there is in life only to the limit of the power of his mind to desire the good things of life. Every man has possibilities within himself and has been given a "will" as a weapon to control and guard these possibilities. It is now up to him as to what his rating shall be, and when once the truth of the situation becomes imbedded in his mind he will begin the strengthening of his powers.

For our desires to be most effective and far-reaching necessitates clear thinking. One cannot concentrate on an object without a clear comprehension of that object. Lucidity is the result of knowledge.

A lead pencil is a most uninteresting object and a difficult one upon which to concentrate, yet if the pencil is analyzed we may be able to concentrate on it for hours. If we understand the processes through which it must pass before attaining a perfect form; where the raw materials are obtained; why they are used; how nature produces them; methods of distribution and many other points in regard to production, manufacture, and distribution, it gives us a knowledge of the pencil which will permit of our concentrating on it for hours.

Now, to make this theory of concentration applicable to the making of a sale, we must necessarily ask ourselves many questions; such as, "How is it possible through concentration to increase my sales?" "If it is possible to influence a customer's

mind by concentrating, why can I not sell him a poorer grade of goods and therefore increase my profits?" "Can I through concentration induce a customer to purchase against his will?"

Thought forces have a tendency to influence and wield a power over the minds and actions of others, and it is these thought forces that must be controlled and guided. There are times in specialty selling when it is necessary to hold the attention of a prospect for hours. The talk must be pointed, comprehensive, and convincing. It must sparkle with life and fire throughout. To embody these factors in a sales talk requires the ability to hold the mind on one subject for a considerable period of time. Many salesmen will fire their facts at random just as they occur in order upon the mind. They are not the result of clear and logical thinking. The result is halfway success and ultimate failure. A salesman's success is commensurate with his ability to concentrate.

It is interesting to note the psychological effect produced by the line of thought, when a thought of self or selfish interests is permitted to enter the mind while giving a selling talk. Let us assume that a salesman is handling a proposition which requires a sales talk of two hours and during the converstion he allows a thought of self-interest to enter his mind; such as, considering the commission on the sale or the poor quality of the article, or perhaps he knows that some statement he has made is untrue. The result will be that it breaks absolutely and completely the line of thought. What

effect will this have on the prospect? Will he notice it? Will it affect the sales talk?

It is impossible to cease concentrating on a subject and let a thought of self-interest intervene without the customer feeling the effect. Ordinarily it is impossible to concentrate on a subject and attempt to convince another of a falsehood without showing it in the facial expression. Therefore, it is important while concentrating that the salesman hold in mind his customer's interests and eliminate his own.

Now, to acquire satisfied customers through concentration necessitates a clear and logical method of presentation which means the creating of a stronger desire for the article and therefore a greater likelihood that the customer will be satisfied with the purchase after leaving the influence of the salesman's mind. Many salesmen through a lack of concentration fail to properly analyze their goods, with the result that they cannot feature the leading talking points. They do not analyze their customers to the extent that they can interpret their feelings and motives for purchasing. Therefore, they cannot feature the points in connection with the article that will create a lasting desire, and the salesman who desires satisfied customers must create an intense desire for his line.

It is possible through concentration and through mind influencing mind to sell a customer a poor line of goods. This is not a proper place to discuss the question as to whether the salesman in a retail store should sell poor goods at a high price in case he is

asked to do so. It is possible, however, for the salesman to select the customers to whom this line of goods shall be sold in order to create the least amount of dissatisfaction. On the other hand, the salesman might feature the good points in connection with the article and thus actually create desire for it.

There are numerous ways in which the power of concentration may be developed. Let us remember that it is a state of mind secured through the power of attention. It is the ability to hold the mind on a subject to the exclusion of all others. There are three prime requisites in attention: knowledge, interest, and will-power.

A child is able to focus its attention on an object but a very short period of time, due to the fact that it has no specific knowledge concerning the object. When once it is possible for the child to classify an object, first as a whole, then making a classification for each part, it is in a position to hold its mind on the object to the exclusion of all others for a considerable period of time, but until then the task is impossible.

The first requisite is a thorough knowledge of the subject, or, better still, of all similar subjects. This enables one to think of a subject in its many phases. It gives the salesman the power of analyzing and comparing one idea with another, yet enables him to revert to the original thought without effort. There are many subjects to which we all have an aversion, hence are not interested in them to the extent that we will desire to analyze them. It will

be practically impossible to hold the attention on an object in which we are not vitally interested.

This can be overcome only by a development of the will-power and thus creating a desire. A careful analysis of any subject will arouse an interest in it. If a boy dislikes geometry, yet makes a careful study of it, he will find features which will interest him. If he dislikes history or literature he may conquer his dislike through an interpretation of the subject. Many salesmen dislike work, yet once they get in the habit of working, hence interested in what they are doing, they find pleasure in it. Most men lack persistency to hold the mind on a subject that is distasteful to them. Their weakness is in their will-power. The development of will-power teaches us the secret of eternally holding on in the face of obstacles. A man's success or failure depends largely on a judicious exercise of this faculty.

Manhood and womanhood, whatever is good and true in life, is the result of a purpose to successfully accomplish that which we set out to do. The genius pushes forward, the failure stops. Once a man quits he courts failure, and it is easier to quit the second time. The mind is ruled and directed by will. The faculties of success are dependent on it. Once we learn to control these faculties, we are in a position to control the minds of others.

The secret of will development is confidence in our ability. We can accomplish but little without an inspiring faith in our power. The man who

desires to influence others must have confidence in his power to do so.

There are several rules which may be used when, in training for concentration, difficulty is encountered.

First,—Try to confine the thoughts to one subject for thirty minutes, or even an hour. Do this every day for weeks, and improvement will be noticeable.

Second,—In thinking of an object, study it in all of its phases—analyze and classify its various parts.

Third,—A study of subjects which are distasteful will create an interest in them. Therefore, exercise the will in a study of those things which are distasteful.

One of the best methods, however, is to narrate observations on a recent trip, beginning at the end of the trip and reviewing it towards the starting point. This should be given in the form of an essay. An exercise of this character requires memory, also its close ally, concentration.

CHAPTER XIX

COURTESY

Courtesy may be termed the lifeblood of business. No firm can exist long without it. Of two establishments, one where the prices are high and the clerks courteous and the other where the prices are low and discourtesy reigns, the former will be well patronized and the latter will soon go the way of receivership. Of all the traits that the retail salesman should develop, courtesy ranks first. This does not mean a cheap or artificial courtesy, which any reader of human nature knows to be superficial, but a genuine deep-seated desire to please, springing from a kindly interest in a customer's welfare. It pays from a monetary point of view to teach it and preach it to every man connected with a business. The solicitor, collector, shipping clerk, or salesman behind the counter can kill a business or boost it.

Women will trade with a firm because the delivery boy was courteous, the solicitor appeared anxious to please, or the salesmen treated her with consideration. Her mental make-up is such that she buys only where treated courteously. It pays to study the mental attitude of women who are treated courteously and those that are treated discourteously. It pays to find out why women trade at a particular store. Fifty per cent of the reasons will be based

upon the clerks' attitude. Credit, advertising, and service will influence to some extent, but courtesy is the big factor. Here are a few of the reasons why women will discriminate in their selection of a store:

Because the clerks take special pains to please. They are willing to offer advice and service. They are anxious to see the customer satisfied, yet not overbearing or insistent upon making a sale.

Meeting complaints. Goods are returned because they have been found inferior and a refund is desired. The clerk realizes that the firm loses a few cents on the sale, but the customer is worth retaining at the price. He greets her courteously and seeks to do all within his power to rectify the error. His courteous attitude invariably brings the customer back.

Goods unsatisfactory. A lady purchases a spring suit, has it fitted and delivered, only to return it later, as the alterations are not satisfactory. The saleslady does all in her power to satisfy and please the customer, realizing that it means a fight to retain her patronage. The customer is pleased and the saleslady has retained a customer whom she might easily have driven away.

Showing an interest in the customer. A customer asks for a particular brand of goods. There are no more of this brand in stock, but an order is due to arrive in a few days. When they arrive, the clerk telephones to the customer, calling her attention to the arrivals. The purchase has been made elsewhere, but the customer does not forget the display

of interest. Women will trade where the salesmen take an interest in holding their trade.

Exchanging goods that do not wear. Frequently goods are returned after having been worn once or twice, and it is found they do not wear satisfactorily. The clerk inspects them good-naturedly, appears anxious to please, and makes good the purchase. She might have refused to accept the goods or made it very unpleasant for the customer, realizing that the return will be charged up to her.

Spending time patiently in fitting. Many people are hard to please; others are difficult to fit. The saleslady remains patiently with her customer, doing everything in her power to please and satisfy. The customer will return and seek the same clerk when making future purchases.

Suggesting politely and tactfully, yet not driving. A suit, hat, or gown is being tried on. The clerk suggests politely and tactfully the color, style, and quality that should be worn. If the garment fits, suggestions will tactfully be made to that effect. She does not endeavor to drive her customer, but does all in her power to lead. The customer seeks this saleslady because she has confidence in her ability.

There are hundreds of other reasons for a customer returning, in addition to these mentioned, which mean so little on the part of the salesman and so much to the customer, and which build for a larger and more prosperous future for any establishment.

There are circumstances under which it is diffi-

cult to combat discourtesy with courtesy. In every line of selling, the salesman must expect to meet this problem. The specialty man is ordered out of the office. The wholesale man is not granted an interview. The retail man must meet surly, irritable customers, and in every instance they must meet discourtesy with courtesy, but it pays in the end. It makes no difference whether the customer desires to invest one thousand dollars in goods or buy ten cents' worth of postage stamps, it pays to treat him courteously. Many clerks make the fatal mistake of treating discourteously the customer who fails to buy. Every man has a right to his own ideas in the selection of goods. If the goods fail to please, there is no particular reason why a customer should not be permitted to look elsewhere, and there is all the more reason why the clerk should treat him most courteously in every respect. Customers treated discourteously under circumstances of this kind will seldom return in the future. It pays to cultivate courtesy whether in business for yourself or working for others.

Success is dependent largely upon courtesy. The man who has a magnetic personality, who has achieved success, who is ranked as a leader, will be found to have a heart full of kindly sympathy for all. He treats young and old, rich and poor, all the same. Is he snobbish? Is he conceited? Never! It is the narrow-minded individual holding a hundred-dollar job in a very minor official capacity who does not realize the value of true courtesy. Compare him with the president of the company. Will

he ever sit in the manager's chair? The man who holds a position over others will find that courtesy goes a long way toward helping him retain it. It is the courtesy in little things that count. Anyone can be courteous when there is big game in sight. Watch the retail man with a wealthy customer and again with the poor woman who must count every cent to make a fifty-cent purchase. Are they treated the same? Watch him on the street car. How thoughtful of the stylishly gowned young lady, but what about the shabbily dressed old lady? Every man should resolve that under all conditions and at all times, whether dealing with rich or poor, young or old, he will have a heart full of consideration for all.

CHAPTER XX

ECONOMY

It is not how much a man earns, but how much he saves, that counts. Hugh Chalmers at one time drew a salary of $50,000. Another individual whose name we need not mention was in a similar line of business and drawing a salary of $50,000. Mr. Chalmers is now head of one of the largest manufacturing concerns in the United States. Not less than three times has the other individual been seeking a position. "Why?" When Mr. Chalmers was earning $50,000 a year he did not spend all he earned. He had learned the secret of saving, and he soon opened a manufacturing plant. The other party lived in a pretentious manner; saved nothing, and ultimately had nothing.

Acquire the habit of saving; not tomorrow or next week, but now! The man who does not begin saving in youth will find that it is difficult to acquire the habit in old age. It is not easy to begin after forty, and the most desolate object in the world is the man or woman who has worked hard and lived well but in old age has nothing.

Three of the greatest requisites of success are, health, activity, and economy. A man cannot achieve much without good health, hence it pays to take care of the body. The man who is active is

almost certain to study and endeavor to apply his knowledge, hence, he is sure to rise. Thousands of men are broke and must constantly have advances. They are flush today and broke tomorrow. When they have money they loaf and when the hard times come they need advances. Every man should learn to save at least one-fifth of his earnings whether his income is $50 or $500 a month. It gives him a new lease on life and an increased interest in his daily tasks. It spurs him on to greater activity and is the beginning of prosperity.

The man who finds it impossible to save for himself will never save for his firm. The man who neglects to save for his firm will soon find that his services are not desired. The man in business is not there for his health, but for the profit which naturally accrues from it. Many firms could materially increase their profits by checking the small leaks here and there; by having each employee save wherever and whenever possible. This does not mean that it is necessary to be stingy, but while attaining efficiency strive also for economy. Money and materials are two of the greatest factors for success and therefore should be handled carefully and not wasted unnecessarily, as they are too valuable.

Too many men measure money by what it will buy and not by what it will earn. For instance, a dollar invested at four per cent for six months will earn a two-cent stamp; a sheet of letter paper wasted will absorb the earnings of a dollar at three per cent for the space of two months. If one will

but stop and think, a huge waste can be prevented by the salesmen in every department of business. The principles of carefulness in expenditure, and economy in the use of materials should be followed without having it constantly brought to our attention. The employee who makes note of these small items usually aids in the promotion of the general welfare of all concerned and ultimately earns promotion for himself. In the retail business, the average profit on a yard of cloth selling for thirty-six cents, after the advertising, freight, overhead charges, and selling expenses have been deducted, is approximately one cent. There are thirty-six inches in a yard, but the salesman who cuts off an additional inch, cuts off his employer's profit. The salesman who, in wrapping a parcel, tears off a few extra inches of paper or tears it off too short is committing a gross waste, although in all probability he does not recognize it. String is an insignificant item, and yet where hundreds of salesmen are using string constantly to secure the packages being sent out carefulness must be exercised that they do not commit an excessive waste. The salesman who takes up a letterhead or high-grade stationery on which to figure instead of a small note pad that sells for a penny is committing a waste. The delivery boy who leaves his engine running when he delivers a package is neglectful. The salesman who does not keep the stock up, and when a certain article is called for must spend considerable time in looking for it, is wasting both his own, his employer's, and the customer's time.

It is especially important that the man on the road learn to realize the value of a dollar. This does not mean that he must stint himself by eating in cheap restaurants or living in cheap hotels, for it is necessary, if it is his first trip, that he put up a prosperous front. Most men, however, who are accustomed to carrying large sums of money and speaking of large sums in their sales talk, forget that a dollar is worth one hundred cents and look upon small amounts as insignificant. In many ways, it is possible to cut down their expense account, and this the honest employee will endeavor to do. Too many men forget that they are a part of the company and fail to act with discretion.

Not only should the wholesale salesman economize financially but also in his time. While traveling from one station to another his time can well be spent in perusing a scrap book, going over his sales talk, looking over the latest bulletin from the factory, or reading one of the many business magazines. By so doing he is indirectly benefiting himself as well as his company.

Time is more precious than gold. Therefore, a man cannot afford to kill time. His working hours each day should be well planned. If many men would only check up for one week and note the loss, and then outline a plan for more efficient effort, there would be fewer failures. If men could only realize the importance of putting the greatest amount of effort into each hour's work there would be fewer sacrifices. A man ought to retire each night feeling that he has done something worth

while during the day. Each individual should have a definite working schedule, and if he loses an hour one day make it up on the following. It will make him happy because he will realize he has not wasted his time. It may take months to acquire the habit of working on a schedule, but once it is accomplished it brings pleasure as well as efficiency.

Start today and lay out a plan for efficiency. See that your work is planned a week or month in advance and make sure you have more than you can accomplish. If you do not have a savings account start one today and watch it grow. It gives a man a new interest in life. By making a note of the nickels and dimes that slip away in one week and multiplying by fifty-two, the sum will astonish most people.

CHAPTER XXI

HEALTH

Health is the mainspring of life. Without it, dispositions are ruined, efficiency is destroyed, and enthusiasm is lessened. Every day we meet bright, well-educated young men and women with splendid brains, but handicapped with some physical defect; hence they are mocked by great ambitions which can never be realized. Many a man is living an unhappy life because he is conscious of the fact that he can utilize only a fraction of his ability. Many a man is haunted by aspirations which he knows can never be realized and that he must surrender for want of physical strength to accomplish them.

Man must be made to realize the necessity of clean, healthful living in early life, thereby building a mental and physical standard that will stand the weight of responsibilities in later life.

Modern life is largely dynamic, not static. The demands made upon it, and the demands which it makes, are constantly increasing. It is becoming more and more competitive. The strain to which man is subjected is constant and mighty. The crises through which he passes are intense. The fit will survive, the unfit perish. To do one's part in this competitive struggle, to perform one's tasks most satisfactorily in this day and world, good

health is an absolute necessity. This necessity is most apparent in the character and service of the men in business and politics today.

The rewards in money and in satisfaction which are paid for just effort are large. For the service to be rendered and the effort required in doing so, good health is a primary requisite. The success of a man depends upon his soundness of judgment, soundness of energy, patience, tact, and stability. Good health embodies these staying powers.

For evidences of any lack of good health one must be on the constant alert. Nervousness, irritability, and anxiety are all signs which must be taken seriously. The man who is continually exercising his brain in one occupation without change soon becomes incapable of the vigorous actions perceptible when given occasional recreation. An avocation should be selected for the benefit of a vocation. This avocation will help the vocation and the vocation the avocation. Nothing is more beneficial for a man, both mentally and physically, than frequent change or a different point of view. Many a man has degenerated early in life because he did not realize the necessity for recreation.

To make sure of getting the kind of recreation that will prove beneficial, a man must select something which is a variation from his daily tasks. He must endeavor to get as far as possible from his usual routine, thereby stimulating a different set of brain cells and muscles.

Every man needs sufficient sleep. One cannot expect the brain to act promptly and efficiently

unless it has had sufficient rest. As the salesman's work is primarily brain work, he needs more rest than the hand worker. Many a salesman completing the day's work at five P.M., and knowing that it is impossible for him to do anything more before ten o'clock the next morning, proceeds to spend the night in dissipation, reaching home at twelve or one in the morning. He then breakfasts at eight or nine, and starts his work with a sluggish brain.

These festive evenings are especially attractive to salesmen in the larger cities, where there are always special attractions.

Of course, the small town offers plenty of inducement to quit work. Many times it is a case of either confine himself to his room with a book or magazine, which he rarely does, or spend his evenings in a barroom or back room in a poker game. He must spend his time somehow, and too many choose the latter.

The man who desires to cultivate the maximum amount of efficiency in his daily work must secure eight or nine hours sleep each night. This does not mean getting four tonight and twelve tomorrow night, but eight hours regularly each night.

Eating

Many of us make the mistake of overeating. Some salesmen will eat as much at a single dinner or banquet as nature requires for several days. It is not unusual for a salesman to abuse nature in this respect. The wise businessman will have

regular hours for eating and simple meals carefully chosen to give him the greatest amount of energy.

Remember that the body is only a machine and it is impossible to get the maximum results if poor fuel is used. Every man in business should take a course in dietetics. He should appreciate the chemistry of foods. He should understand the quality of the food which enters his body, its ingredients and strength-producing qualities, and also what the body needs in order to obtain the best results.

Occasionally we find a salesman resorting to the bottle, maintaining that it does not injure his health. There is no question, especially if he persists in this habit for any length of time, but that it will sap his vitality. This is also true of excessive smoking. The retail and wholesale man should be especially careful, as a liquor or tobacco breath is not always conducive to large orders.

Every man should be a student of sanitation and know something about the common diseases. This information he can acquire from any medical treatise, and it is well worth his while to spend some time in this kind of study.

Exercise

It frequently happens that God has given a man a strong mind and a frail body. In such a case, it is essential that he appreciate the value of getting the most out of exercise. Systematic exercise will help to build up a proper physique. It is important that the shoulders and neck be developed, as they give

power and indicate vitality. America's great railroad presidents, her most successful politicians and greatest businessmen, are strong men physically. They have large necks and powerful shoulders. Good health embodied in staying power seems to spring from the neck and shoulders. Daily exercise of an hour or more if taken regularly will give this power.

The salesman who is located in the city should spend one hour each day in systematic exercise; or if traveling through the country or smaller towns, he should not fail to walk or take some calisthenic exercise at the close of each day.

Man's greatest work must be done in later life. It is then that he can profit by his experiences in youth, but if he lacks the force, energy, and vitality that will obtain results, his later life is sure to be a failure.

Worry, fear, anger—in fact, any of the negative traits—will affect physical action. The brain exercises an influence over the body either for good or ill. It controls and sways every organ. The body is a slave to the mind. The man who desires a healthy physique must have healthy brain action. The man who has a longing, dissatisfied mind will invariably be found to have a decrepit body.

Many a man could cure his own ills by simply banishing that craving which he has and substituting quiet, calm, cheerful thoughts. The cultivation of a vigorous and healthy brain means a lifetime of satisfaction as well as dividends.

CHAPTER XXII

HONESTY

Many clever salesmen, and businessmen as well, adopt as their motto: "Do the other fellow; do him for all you can; do him whenever you can, but be sure you do him first."

Many salesmen are possessed with the idea that it is good salesmanship to stock a merchant up with goods which it will take him years to sell. Many specialty salesmen are imbued with the idea that it pays to tell an untruth occasionally and misrepresent, to get a signature on the dotted line. The businessman who desires a constantly increasing trade, the salesman who hopes to establish a loyal clientèle, will find that an honest and sincere desire to play fair must permeate the very atmosphere of their business. The man who is honest with his house, clients, and himself, who is not obliged to lie to consummate a sale, who need not constantly misrepresent for the sake of a dollar, is the winner from every viewpoint. The reputation of being beyond price, of being unshaken by any selfish motive, of everywhere and under all circumstances telling the truth, is worth a thousand times more to a man than any temporary gain from deceit.

Many salesmen appreciate that their prospects are not always in a position to know or even learn

the truth relative to their line. They have learned the secret of making others take their statements as the truth. They have the knack of winning the confidence of men, only to betray it at the first opportunity. They lie to induce men to act and then forget their obligations. This is a most serious reflection on the profession. This type of man is the most dangerous character in the business world. He has no vigor or integrity. He is indifferently honest. He is on the side of right when it pays and on the side of wrong when necessary. He fails to tell the whole truth when it is to his interest to lie. He does not realize that though he makes a little more money he is less of a man and that nothing destroys manhood as quickly as misrepresentation. A man cannot afford to gamble with his reputation nor take chances with his good name.

There are men in business who spend more time trying to learn how to stay within the law than how fair and square they can be with their prospects. There are many traveling salesmen paid by a house to represent their interests alone, yet who devote a portion of their energy in carrying a side line and selling it on their employer's time. There are traveling men who waste many hours in dissipation and waste their time and energy which should be spent in seeking new business. A man of this type is neither honest with his employer nor fair with himself. By depriving himself of this rest and squandering his time, he is cheating himself, family, and employer.

Dishonesty is not confined alone to a waste of

money and time, but there are many other methods used by salesmen in robbing their employer. One is to put all instructions in their trunk or inside coat pocket and carry them for days before giving them the necessary attention. Many firms find it necessary to write to a salesman a half-dozen times before they can get a satisfactory answer to the point at issue.

Then, too, there is the old habit of passing over referred inquiries. The salesman after calling on the old trade finds that he has neither the time nor the inclination to look up the referreds. They do not spend the precious hours lost in loafing seeking new business. It is a mere matter of doing that which they are paid to do unless clubbed into doing more. Compelling a man to be honest on this score makes a crook in restraint. The best type of salesman is the one whose honesty comes natural.

Then, too, there is the number of daily calls which must be taken into consideration. Six and eight calls are frequently made in a day where three or four times this number should have been made.

Where the sales manager has a proper control over the men you will not find them standing around the corner telling about their families or their neighbor's pains, or talking the tariff. However, many sales managers do not have a proper hold on their men and in many cases lack the knack of keeping a careful check on their work or reading between the lines in their reports, hence do not get the best from them. The whole thing comes back to honesty. When a man is honest, he will work with the

head office. If he is honest, he will not spend his time decorating the office with his presence. If he is honest, he will be sincere and earnest in his efforts.

Salesmen may be divided into three classes in regard to honesty. *First,* The big man always honest with himself and the firm and a "howling" success. *Second,* The man who has tried hard and failed. He has missed his calling. *Third,* The man who does not care a rap—the loafer.

The man who gives his best efforts for his employer, devotes his entire energies in his service, is building safely for promotion. He cannot be held down. It makes no difference whether a man's work is behind the counter or on the road, every moment belongs to the house and should be spent in the service of the firm. A man cannot for his own sake afford to watch the clock. He should work, not because of necessity, but because he has an interest in and love for work. There are men who style themselves salesmen that, if paid by the hour and timed with a stop clock, would not earn enough to keep themselves in cigarettes and chewing gum.

An old though trite saying which rings true in its application with salesmen is that "Honesty is the best policy." The man who is honest in his finances, honest in his time, true to himself and his employer, becomes a power in the business world. He becomes powerful because he is conscious of the fact that he is backed by the eternal principles of right and justice.

CHAPTER XXIII

KNOWLEDGE

"Know then thyself; presume not God to scan.
The proper study of mankind is man."

What is knowledge? What should be the extent of a salesman's knowledge? No man has ever yet learned to know it all except a few unfortunates who have an idea that they already possess all the knowledge there is in this world and most of that concerning the world to come. It is true that there are salesmen who are conceited enough to believe that they need not study; that they know enough. If there is any one profession that demands unlimited knowledge, it is the profession of selling.

It is true that the average salesman will know but little about carpentering, bricklaying, or medicine, and he will use this information only at rare intervals, yet the salesman who possesses a knowledge of various professions, who can meet a prospect and talk to him in terms which he will understand, who can get on his prospect's side of the fence and meet his problems from his point of view, is the man who succeeds in selling. Too many men know it all too early in life.

The secret of a salesman's success in business is

to learn all he can, but know most about the subject in which he is vitally interested. This does not necessarily mean that he will ever know it all in his own line, but while making a study of other lines of business and professions he can make many of the ideas obtained applicable to his own business. Take, for instance, the salesman who knows something about law, advertising, correspondence, economics, and psychology, who also understands his goods and human nature, and he will be far more successful than the one who has no knowledge of these particular subjects. The man who devotes one hour each day to intelligent study will have accumulated considerable practical knowledge outside of his own line before the end of a year. Ten years of conscientious and consistent effort should make a man powerful intellectually. It is true that too many men confine their knowledge to their own particular line. They are narrow and move in a rut. There are clerks who can tell volumes about their goods. They know something about human nature, yet are not able to cope with real business problems or shoulder responsibilities. They know how to sell goods and their position is safe. They have given no thought to the future.

Simply knowing it all will not make a man successful. It is not always the brilliant people who accomplish the most, and the man who spends his time bemoaning the fact that he does not know as much as others may find courage in the fact that the plodder many times wins the race. Neither should a man hide his shortcomings behind the fact

that he has not been so well educated. We can all recollect numbers of our school friends who were noted for their brilliancy, but in later years did not fulfill their promise. Others were dull and called plodders, but they reached the greatest height of success. With many it takes a hammer to get things through their head, but when it is there it sticks. Grim determination to study and work, not spasmodically but systematically, is the prime reason for man's advancement. The individual who can realize his handicap and overcome it by close and unrelenting application cannot be held down. It is a hard but the only safe road to success.

One of the reasons why many young men do not advance is because they are afraid of overworking. They seem to feel that if they attend to the minor duties of their job, they have performed their part. That is the biggest mistake a young man can make. There comes a time in every man's life when he would be advanced if his employer knew he could handle the job. It is not good business policy for the head of a firm to give an important position to a man unacquainted with the duties of the position. The result is that an outside man frequently takes the job.

The man who figures that his diploma is going to pull him through makes a fatal mistake. Each of us must take a plunge into the cold waters of experience, and many will be our surprises and disappointments. This collection of facts which we have obtained through careful study is merely a tool box filled with tools, but that does not make us car-

penters. It is the way we use the tools that determines their real value to us.

This is an age of specialization. The man who has the ambition to become a buyer or a manager must know more about his goods than the best man in that department. In fact, salesmanship embodies a knowledge of at least three things:

Knowing yourself;
Knowing the goods;
Knowing the customer.

Too many salesmen today are making less than a living wage, simply because they do not know how to analyze themselves. Neither do they understand human nature. The only way that we can learn to understand ourselves is to analyze and examine ourselves; find our weaknesses and strengthen them. By exercising reason, will-power, and patience, many of our weaknesses may be overcome. It may take years, but patience will bring reward.

The clever salesman will analyze his goods, and from this analysis build an appealing sales talk. He must understand the production and manufacturing processes of his line and also every phase of the business with which he is concerned. It is just as important that the retail clerk understand merchandising problems in connection with his goods as it is that the lawyer be able to appreciate the value of a law library. The shoe salesman must know something about advertising, window decoration, leather manufacture, the cattle industry,

etc. A real estate man must know how to sell and buy, property values, forms of contract, recording of papers, insurance, advertising, and a multitude of other things. A man can be a real estate salesman without this knowledge, but the individual who desires to be the best in his profession must have a knowledge of many subsidiary subjects. The tailor must know how to cut and fit, the value of textiles, the growing and manufacture of textiles, dyeing, and fulling, effect of dyes on the cloth, etc.

Study the following illustration and make it applicable to various lines:

CHAPTER XXIV

MEMORY

Most men spend most of their time relearning what they once knew but have forgotten. Memory is the foundation upon which all knowledge is built. A man cannot grow and develop properly unless it is through a well-trained memory. Memory cannot be trained unless there is a systematic method of doing so.

Memory is the knowledge of an event with consciousness that we have thought or expressed it before. It is the recalling of past experiences. It is impossible to think of the past, for we can think only of an epoch of the past, and this epoch must have been in our past experience, as we can recall only that which has been in our past experience. Most of our experiences are not remembered. If you endeavor to recall events in logical order which happened in August of last year or on Tuesday of last week, you will find that it is practically impossible to recall a single one. This does not mean that you do not remember what happened at that particular time, but rather that most of the ideas have not been retained at all, while those retained have perhaps not been properly associated with something already in the mind, hence cannot be recalled except through one of their associations.

It is true that we need not remember all of our past experiences. There are many that must be eliminated, and it is essential that we learn to distinguish between those which we should eliminate and those which should be made a part of our knowledge. One point for us to learn is, which ideas we will retain and make a part of our knowledge and which must be eliminated. Every idea which enters the brain leaves a brain path. This brain path is at its best two or three seconds after it has been made. Because of the plasticity of the brain matter this impression may remain upon the surface not longer than thirty minutes. In other words, this brain path will tend to become extinct after this length of time and the brain surface will return to its normal condition. However, we know that the brain path is persistent and through constant repetition, or by proper association, it can be made permanent. Therefore, repetition is the best method of making an idea a part of our knowledge. Here we meet our principal difficulty. An idea which already has strong associations will tend to overcome this new stimuli which is just entering the brain. Thus, if I know an object in certain connections it is most difficult to learn it in new associations. If I attempt to repeat the alphabet backwards it is extremely difficult, due to the fact that I am in the habit of going over it only one way.

Habit plays a very important part in memory. In fact, if an idea has been associated with a certain class of facts for a period of time, it is just as impossible to break this connection as it is for an

inveterate smoker to keep a New Year's resolution to cease smoking. When an idea has strong associations, the only way in which a new idea can be made permanent is by constant repetition. That is, by thinking of it frequently.

Most of our new ideas are acquired by assimilation. I analyze an idea and associate each part with some fact which is already in my mind. Thus, I have a number of connections, and by recalling one of these I remember the idea in its entirety.

It is impossible for me to assimilate these ideas unless I understand them. Consequently, we assume that the keynote of memory is knowledge, and that knowledge is the result of memory.

There is another method of recalling past experiences. I may be looking for a book, so I go over my experiences of yesterday and recall that I used the book, then laid it down at a certain place. I remember that I had it again this morning and laid it in another place. In order that I may recall just what I did with the book, it is necessary that I remember each act leading up to this particular time. This demonstrates that there is a constant stream of ideas coming into the mind. They come in sequence and cause physical action. If we want to recall any particular experience, we review our acts as a whole.

This does not always prove true. For instance, I meet a man today for the first time. He is introduced to me as Mr. Kenmore, and I desire to remember his name.

On the following day I meet Mr. Kenmore again.

I recognize his face, but have forgotten his name. I recall our experience of the previous day; picture the conditions under which we met; remember his expression and the conversation which took place; but this fails to bring his name to mind.

The easiest way to remember names is to associate the name with the face, expression, eyes, gestures, the walk and talk of the party. Recall them a number of times at various intervals during the first twenty minutes. It is essential that the name be understood, and it is always wise to repeat it. The retail salesman, when writing out an order, will associate the name of the customer with the face, walk, and speech so that when he comes again he can greet him by name. This is equally valuable to both wholesale and retail men.

A clever salesman for a national organization associates the sound or spelling of a name with the city or with another person by the same name, paying no attention to the walk, talk, or color of the eyes. Thus, on meeting Mr. Mansfield, he would immediately associate the name with Mansfield, Ohio, or perhaps a friend or customer of his by the same name. Another salesman for a large wholesale house will associate the name with the town in which the customer is doing business. This of course is nothing more than recalling at intervals the name of the customer and is an excellent method for remembering names.

When the salesman steps into the hotel and the clerk greets him with a "Good morning, Mr. Brown! Back again?" he is flattered to know that

the clerk remembers him. When Mrs. Jones enters the store to purchase a yard of calico and the clerk pleasantly remarks, "Good morning, Mrs. Jones," we are all familiar with the expression of pleasure that will light her face. The salesman who can call his customers by name will find selling a pleasure and his business constantly on the increase.

Many salesmen will associate the name with some trait of the person. To illustrate: I meet a man by the name of Borngasser. The man has one peculiarity; he is constantly talking if he can find somebody that will listen to him. It is not difficult for me to remember his name although it is a very unusual one.

Many salesmen carry a small notebook in which they write the names and mention a few of the characteristics of possible patrons. This is an excellent method, and it is possible through its use to recall a man's name many years after meeting him.

Still another good method for training the memory is to make our associations outside of our own particular pursuits. The college athlete is able to give the track records, the dates on which the records were made, and the names of practically all the athletes in the country. The average businessman is very much like the athlete. He never gets out of his own little sphere. When a new idea enters his mind, he associates it with his own particular line of work and no further.

In striving to broaden as well as strengthen the memory, it is necessary to analyze and associate every idea, not only in our own profession but in

every line of activity. Simply memorizing verses or names will not necessarily train the memory. There must be a systematic and definite plan of action. This will be based on the following:

1. Make knowledge the foundation.
2. Analyze every new idea and associate each part with some idea you already possess.
3. Repeat frequently those ideas you wish to retain.

CHAPTER XXV

ORIGINALITY

Do not imitate; blaze your own trail; make your own path. Do not follow the crowd. Do not be a leaner, a dependent. Business wants men who are brainy, who have ideas, but unfortunately the world today is full of imitators. Business is willing to pay the price of originality. In every line of activity new ideas are being sought. The man who can think for himself, who can conceive something new and has the courage to back it up, is the man that business demands.

There are too many ten-dollar-a-week men already, and the reason is that the average man has neither the spirit nor courage to break away from the mob. It takes effort to dig up business ideas and make them practical. In fact, too much effort for most men. Invariably the high-priced man has ideas that are original. He labors to get above the crowd. The other is satisfied. The doctor, lawyer, or salesman with practical ideas and a whole-souled desire to help humanity is generally a leader. Many men receive great applause. Their ability is lauded throughout the universe; and why? Because they know. We all have a desire to achieve great things and we all have the ability. The whole proposition is up to us. We eliminate failure in just so far as

we get away from the timeworn path trodden by the masses. Our power comes from within ourselves. What we do depends upon ourselves.

It makes no difference what a man's profession or business may be, originality in that particular line is at a premium. There is always room for improvement. In every field of human activity, the world makes way for the man who knows. A man's profession will make way for him if he understands. It is the thinking man, who has a productive mind, that is sought in every line of business.

There are men who let their precedents get the best of them. They sometimes remark that "it can't be done"; "What's the use? Father did it in this way"; or "Cousin John and Aunt Mary do it the old way, so why should I do differently?" That is the indifferent attitude of the great mass of people. That is why many men never achieve great things. Success cannot be copied. We can never get success out of doing a thing as others do it. Of course, this does not mean that doing things in a new way will make a man successful. Every idea must be practical. It must be usable. Many of the large department stores ask the salesmen to occasionally submit new ideas for the betterment of the business. Many of those submitted would involve an expenditure of thousands of dollars with no possible chance of paying dividends on the investment. A man's ideas must be based upon true principles. They should be carefully analyzed, looked at from a practical point of view, and then if they still look

good, it is wise to try them out. The genius brings his ideas as near as possible to the highest excellence obtainable. He stamps his individuality upon every act. They bear the imprint of his own character. Business is willing to pay a good price for his efforts.

A man cannot afford to be freakish or a crank. Only a genius can afford to be odd. There are salesmen who dress in a freakish manner and employ unusual methods of approach. They maintain that it pays to be unique and out of the ordinary, but only a genius can afford to be freakish. A merely clever salesman cannot afford to wear dandruff on his coat collar, stop at the cheap hotels, and do those things which the average salesman cannot do and expect to get away with it.

The average buyer tires of listening to the same story time after time. He is attracted by something out of the ordinary, yet there are salesmen who, with all their unique ideas, get only contempt. A method of approach to be attractive and interesting must be individual and unique but not freakish. A method of closing, to bring about a satisfactory result, must be studied carefully, and be a little different from that used by the ordinary salesman.

Most salesmen are not unique in their methods for the simple reason that it requires effort to produce something original. They follow along the line of least resistance. They travel with the mass because they find it easier going. They never rise above the crowd because they do not know how;

neither do they seek a method for so doing. Unique methods, originality, and workable ideas mean hard work and study. Furthermore, it means there must be some underlying workable principles upon which the ideas are based.

CHAPTER XXVI

STABILITY

The distant pastures always look greenest, but a closer view sometimes reveals that they are no better than the field just left. It is human to covet that which we do not have. The other fellow always holds the better position. The unfortunate feature is that the average man never sees the discouragements and hard work necessary to the acquirement and retention of the other fellow's job.

There is a type of man who is always longing for that which he has not. He is vacillating and easily persuaded, hence constantly changing from one thing to another. He begins life as a plumber and ends in the poorhouse, and for no other reason than that he could not stick to his job. One man starts life as a clerk and soon rises to the superintendent's chair; another starts as a clerk and remains a clerk; a third starts as a clerk and ends as a dish-washer or an elevator operator. They all had the same chance. One knew how to go up; the second could not get up and would not get out; the third got out.

It is true that a change is necessary at times. It is also true that the sticking qualities of a man, if backed by brain-power, will bring him excellent rewards. A man starts life as a grocery clerk. Three years later he is a bookkeeper. Five years later

we find him a chauffeur. He is never satisfied and drifts from one business to another, with the result that each time he makes a change his efficiency in that line grows less, until finally he is a derelict. Had he stuck to the original job he might have been a success.

There are times, of course, when it is to a man's best interests to make a change. A man starts as a clerk in a retail business and works up to the position of store manager or superintendent. He is located in a small town and there is no possible future, since he has reached the top. Under circumstances of this kind a man is justified in making a change. Even though he is required to start at the bottom, it pays. The man who works up once can do so again. It is not always wise to change an occupation entirely. It would be a most foolhardy move if, after working up to the position of store manager, a man would begin as a bookkeeper or open a paint shop. After spending the best part of one's life in a profession, it is worth staying with. If there is no future, this fact should have been recognized earlier.

Of course, there are exceptions to this. A man began on a salary of eight hundred dollars a year as a teacher. He finally secured a principalship at twenty-four hundred dollars. This was practically the top of the ladder, as there are comparatively few teaching positions that pay more than twenty-four hundred dollars a year. However, he was not satisfied. He knew he had reached the top, so he began the study of advertising and commercial art.

When he mastered these subjects, he quit teaching and now has an income of ten thousand dollars per year. Before he made a change, however, he prepared himself for the new line. He spent his spare hours in study. He knew what was expected of him and that he could meet the requirements.

Many men getting fifty dollars a month with no future prospects of advancement had better hold on and be content. They may not be worth more than fifty dollars a month, and a change would not aid them materially. It is always wise to get ready for the big things before seeking them. It is true that a man must believe in himself and have faith in his ability, but it is also wise to make certain that he has the ability and is not being deceived by false illusions. The man who is content and satisfied with a small salary will seldom receive more, while a man who is ambitious for better things and seeks a method for acquiring those better things is bound to rise, provided he has a proper foundation upon which to base his ambitions. A good man cannot be held down.

Stability, then, means firmness and steadiness of character. It means standing by that which we start until we bring it to a successful termination. It means, do not give up until you win. It works hand in hand with ability and is the creator of reliance. The man who is easily led or influenced, who does not have the knack of standing firm when he knows he is right, will never rise high in any profession. It is always wise to think seriously when we see the distant pastures before deciding to

go to them. It is not wise to change an occupation unless it is absolutely necessary.

A life's work should be selected with great care. The requirements should be noted before starting, and if this is done there is greater likelihood of sticking. The man who desires to be a merchant should find out what the requirements are, the capital necessary, etc., before going further. If he desires to be a salesman he should find out what the requirements are and, when he starts, do so with a determination to win. Whatever we do, if worth doing at all, is worth doing with all our might.

Prove to yourself and the world that you can be a success before you quit a position.

The aspiring man

First, looks for the big things in life;

Second, he endeavors to find a way to secure them;

Third, he persists, surmounting all obstacles, to realize his ambitions;

Fourth, when he gets there, he hangs on with bulldog tenacity.

CHAPTER XXVII

GOODS

Goods analysis is absolutely essential to successful selling. The clever salesman must understand the basic talking points which will induce a prospect to purchase. In dealing with a shrewd buyer, it will be found impossible to sell without first having analyzed the article and determined its strongest as well as weakest points. No salesman can put up a sales talk that "pulls" unless he has found the "pulling" points. He must also know the weak points and fortify himself against them. In every sale there are numerous objections raised against the goods, and invariably they are directed against the weak points. The salesman who has analyzed his goods and hedged himself against these points is in a position to meet and effectively overcome all objections.

The old maxim, "Know your goods," was a good one, but it is much wiser to broaden it by saying, "Let your customers know all about your goods." The clever salesman of clothing knows everything about clothing and the best methods of selling it. The more he knows the better his general efficiency as a clothing salesman can be developed and the more likely is his line of goods to move.

The manufacturer who develops an article, manu-

factures, advertises, and creates selling organizations for it, and the retail merchant who invests in equipment and stocks, depend on the retail salesman to perform the final acts in the whole scheme of distribution. That is why his position is such an important one.

Now, the salesman who lays out a piece of cloth with the remark, "Well, that's a fine piece of goods," does not strike very near that customer's interest. Let us assume, however, that he displays a suit to a man and remarks that this worsted is an interesting piece of material. The customer naturally shows an inclination to inspect closely the suit displayed. The salesman continues, "The goods came from the Huddersfield district in England, which is one of the biggest worsted centers. Most of our worsteds come from there because we find the various branches of the work are usually better developed in the big centers. The wearing qualities, we have always found, are exceptionally good. If the general appearance pleases you, and hard-wearing qualities are wanted, I would suggest a worsted, even if it is harder of finish and not as soft as wool. This being an unfinished worsted partly overcomes this difference. You see the unfinished goods are just like the hard-wearing worsteds, only not so closely sheared. This leaves all these little fibers which you see, and that results in a softer finish." Now, this customer will feel that he is being assisted by a man who knows something about clothing. He has a feeling that his preferences have been combated by the assumption of

expertness. He has shown what his customer wants to know. His stock is an open book to him. Then, too, this knowledge brings enthusiasm.

The salesgirl who is selling an expensive soap remarks, "This brand is based on a recipe used thousands of years ago in Assyria. It contains an expensive oil that rich ladies in those days used to soften their skin." The girl appreciated the historical value of the article and the romance in connection with the recipe that come down to the present from the days of Syrian beauties, and this fired her imagination and stirred her enthusiasm, but more important still the contagion of her enthusiasm was carried to the prospect who made the purchase and undoubtedly thought the high price more than justified under the circumstances.

Every time the salesman gives some interesting point of information to his customers, he strengthens their confidence in his knowledge of the subject and thereby makes it easier to sell.

A salesman handling woolen fabrics makes the following statement: "The value of wool in textiles depends to a large degree on the property it possesses of shrinking in the fiber, becoming fuller, thicker, and heavier when subjected to moisture. This fulling property distinguishes wool from all other textile fabrics. This is due to the peculiar structure of the wool fabric. It is covered with fine serrated scales like the scales of a fish. The best grades such as the Saxon Merino will have as many as 2,800 to the inch, while carpet wool will have as few as 500."

Or in the case of a man coming in with a serge coat and endeavoring to match a pair of trousers, the salesman remarks: "The exact match of serges, particularly blue serge, is almost impossible, because every piece is different from every other on account of the solid coloring. This difference is more marked than in any other kind of goods." Often this explanation can be given, and the customer will then understand why he cannot be given an exact match.

To tell a man that two coats are different in that one has a permanent front and the other a soft front, and when he asks what the difference is, it is not very satisfactory to explain that one is soft and the other permanent.

In order to help the salesman out of this difficulty and to convince his customers that he knows his business, he must have information concerning the line. The larger advertisers and even the mail order houses realize the necessity of giving definite and concise information.

The following is taken from the Sears, Roebuck Company's grocery catalogue:

"From time immemorial, olives have been cherished as a wholesome food and relish. The olive tree is noted for its long life. Some in Palestine still bearing fruit are said to be 3,000 years old and have trunks five or six feet in diameter. The green olive looks very much like the plum, varying in color in the different varieties, from a waxy yellow to a blue-black when fully ripe."

The mail order catalogue will picture the tea gardens of Japan, the spice islands of the Orient, the fruit groves of the Pacific Coast, and many other sources from which their stock comes.

There are many kinds of information that can profitably be told about goods and will hold the customer's interest. Every line suggests its own story, and the uses to which the goods are put indicate what the customers will want to know about them.

Here are a few of the facts that can well be passed on to customers:

1. The part of the world the goods come from and the conditions under which they are secured,—tea, spices, diamonds, imported fabrics, Brazil nuts, oil colors, Persian rugs, feathers, rubber, Navajo blankets, lumber, chemicals, olive oil, articles of ivory, and others.

2. How the goods are produced,—shoes, cameras, candies, furniture, pottery, cut-glass, laces, buttons, linoleums, talking machines, records, hand bags, cigars, cash registers, corsets, electric motors, engravings, pictures, etc.

3. Points in the history of articles that make them interesting,—furniture, clocks, paintings, violins, silverware, ink, etc.

4. How the goods are brought to the market,—iron ore, milk, gas, fresh food products, fish, furs, meats, and related lines.

5. Conditions that make goods expensive or cheap.

6. Tests that have been made to certify quality, —men's clothing, roofing materials, guns, fabrics, baking powder, vacuum cleaners, watches, paints, soups, etc.

7. What the goods will do for the customer.

Studying the Product

In every city there are men who not only manufacture their goods but are also the selling agents for their own product. The result achieved by these men has not been entirely satisfactory because as a rule the men who thoroughly understand their goods, how they are made and the conditions under which they are made, know too much about them and not enough concerning human nature. This, however, is not always true, for many successful manufacturers started on a small scale, manufactured and sold their own goods, soon building their business to enormous proportions.

Among the men in the profession of selling goods, there are many who have never been to the factory. They do not know how the goods are manufactured, the sources of production, conditions under which they are produced, conditions in the factory, methods of buying, processing, estimating, organizing, etc. Furthermore, many of them do not seem to care for this knowledge. They have an idea they can sell anything under the sun, at any time and to anybody, regardless of whether they understand these conditions or not. In every store there are thousands of salespeople, making their living by

selling, who know practically nothing about the sources of production, methods of buying, manufacture, and distribution of either their own line or their competitors'.

In thousands of instances the consumer knows more about quality, value, and comparative prices than does the salesman. The salesman who ultimately reaches the position of buyer and who will, in the future, serve as the last step in distribution must understand his line, also the human needs of a community.

There are many clever men who refuse to sell goods without first going through the factory and making a careful study of the goods, how they are produced, how they are manufactured, the methods of distribution, the relations of the house to the customer, and the thousand other points that every salesman should know in order to build up an invincible selling talk.

This last class develops into the best salesmen. This does not mean that the other two types cannot sell goods. There are real estate men who have sold subdivision without ever having seen the property. There are insurance men who have sold insurance and yet have never been inside the main office. It is possible to sell goods under conditions such as these, but how much more enthusiastically a salesman can work if he knows the conditions under which the goods are manufactured!

We will now select sixteen talking points which are applicable to almost every class of goods. It may be impossible to make even one-half of them

apply to some specific line, but we will use them only for the sake of illustration.

Use
Price
Quality
Color
Size
Quantity
Shape
Style
History of article
Manufacture
Ingredients
Equipments
Manufacturer
Public opinion
Efficiency
Distribution.

Size

Let us assume that a lady enters a department store and asks for a particular brand of advertised French gloves, stating that she wears a number five. The salesman judges from the size of her hand that she should wear a number six and that a smaller size will not prove satisfactory. The poor salesman will have difficulty in selling to her, while a clever one will explain that the French gloves come one size smaller than the American make, hence the advisability of taking a number six, or he may

obliterate the size mark entirely, or change it from a six to a five in order to please her.

The salesman selling wearing apparel in odd sizes has an excellent talking point. The stationery salesman who understands the sizes of calling and business cards, announcements, business as well as social stationery, etc., will find selling much easier than if he does not possess this information. The real estate salesman stakes out the lot so the customer can see the exact size of it. This gives him a better impression of the property. It is very difficult to persuade a man to buy something when the proposition is vague.

Color

Every salesman should understand color harmony. He should know which colors are fast; those that will fade; those which are pleasing to the eye. The suit, cloak, or millinery salesman will understand which colors harmonize with the complexion, hair, and eyes of the customer. The salesman in a section where it is dusty during the summer will do well to talk a man into buying a gray instead of a blue serge suit. These are small matters, but they mean much to the future growth of business.

Price

In talking price, there are a number of points to consider. It is advisable to always talk net cost, not gross. Where an article is marked to sell for

$100 less ten and ten, the price is $81 and not $100.

In selling an article on the installment plan the salesman will talk up the savings feature and the necessity of making a good investment. He will appeal to the instinct of pleasure and satisfaction by advocating the use of the article while paying for it. When a firm is in need of cash or a customer's credit is doubtful, he will insist on the customer taking advantage of the discount offered. If two per cent in ten days is offered, this means seventy-two per cent a year on the investment, if the goods can be kept constantly moving and the money kept in circulation. Proof that a cash investment is advisable under these circumstances should be given.

When selling goods f.o.b. the salesman should know when the title passes to the customer and whether the risk is his or the customer's while the goods are being transported. Goods are frequently sold with a bill of lading attached. This means that at such time as the goods are shipped three copies of the bill of lading are made out. One is held by the transportation company, another is given to the consignor, and the third is attached to a draft and mailed to a bank in the consignee's city. The consignee is instructed to call at the bank and sign the draft, at which time the bill of lading will be delivered to him. The purchaser is unable to get the goods without the bill of lading. This procedure takes place when the goods are sold on credit to a customer whose credit is considered weak. Modern business is to a large extent transacted on credit.

Large firms, however, regard negotiable paper as preferable to open book accounts. The average merchant would rather hold a draft for thirty, sixty, or ninety days than carry an open book account for the same length of time.

The salesman handling a line of silks, millinery, Christmas cards, calendars, pianos, etc., will probably carry advance samples six months before the goods are in season. The firm books the order and allows thirty, sixty, or ninety days for payment from the date of shipping.

Many firms allow a certain discount known as the anticipated discount. Just to illustrate: Five per cent discount on arrival of the goods is allowed and in addition one per cent for each month the bill is paid before the order actually leaves the factory. If an order is booked on June 1, goods to be delivered December 1, and the bill is paid before the end of June, the consignee will receive a discount of eleven per cent. If he pays any time during the month of July, he will receive a discount of ten per cent. The discount will be one per cent less each month until the month of December, when the goods are due to arrive. This encourages an early settlement of the account. The firm which does business on this basis must have an excellent reputation for fair dealing.

Quality

Quality may be classified as commercial and absolute. By commercial quality are meant the peculiar characteristics of the article which create

a demand for it. The price paid for it may be far greater than its real value because of its color, size, or shape. The absolute value is based upon its real characteristics. In speaking of silk, we may say the color is fast, or in speaking of gems, we say they are flawless. These are absolute qualities. The salesman, by determining the absolute quality of an article, is in a position to advise his customers intelligently. He will appreciate when he has a real bargain and whether or not the commercial value is inflated. This gives the salesman enthusiasm or enables him to determine whether he can conscientiously handle a particular line.

Use

The use to which an article may be put will give the salesman a battery of talking points. This particular point may call for more or less argument. It may require considerable explanation or none at all. In selling an article which has been before the public a long time, the salesman would not spend his time in telling how to use it. A lady's hat would not require an explanation outside of the fact that it meets the requirements of the latest style. On the other hand, in the sale of a comptometer, linotype machine, or something of a more complex nature, considerable explanation would be required. People are generally interested in the use they can make of an article when they consider its purchase, hence "use" will be featured in the sales talk.

It frequently happens that the entire selling cam-

paign can be based upon personal use. Goods are manufactured for the people to use. The inventor or manufacturers have the consumer's interests in mind while making the article. Therefore, use is the key to the successful influencing of the human mind.

Organization

A talking point which can generally be featured is in regard to the house. It may not be necessary to discuss the organization of the company, but many clever salesmen mention the strength of the firm, the personnel of the officers, directors, and whether organized along modern or old-style lines.

One thing that is essential, however, is proof that the house makes it a practice to stand back of its customers. The personality and liberality of the administration may well be discussed by showing how information relative to the markets, fashions, change of styles, sales plans, is submitted by the house. It is in some instances wise to discuss the inspection and advice of the engineers that the house employs for the benefit of their customers. Prove that the firm is willing to furnish plans and back the prospect with the best service money can buy. Many salesmen will testify that they have closed numerous sales on this point alone, and the majority of firms are beginning to realize the importance of talking house service.

New points can always be gathered from other sales talks, from the magazines, advertisements, manufacturer's literature, etc. Frequently as many

points can be secured from a competitor's literature as from that put out by the company being represented.

There are numerous points with regard to any line of goods which have not been touched upon. These should be woven into the sales talk. Most retail salesmen do not know how to find talking points or, if shown how, do not take the time or trouble to work them out. Many more know the points but have not been able to classify them. The result is they do not rise in the profession.

After having gone through this entire list of talking points and discussed them from every angle, we shall now take step number two, which will be to find the relation of each point to all the others. For instance, let us take price and its relation to each of the other points. Arrange a diagram as follows:

Price

- Size—Baby shoes are small, but cost as much as an adult's.
- Quality—Ingredients may be excellent or cheap.
- Color—Expensive or inexpensive dyes used.
- Style—New and original or antiquated.
- Quantity—Large or small quantities.
- Use—May have many or few uses.
- Ingredients—Poor or good quality.
- Shape—Difficult to ship or handle.
- Efficiency—Labor, legislation, tax rates.
- Public opinion—Popular demand.
- Distribution—Near or distant from market.
- Equipment—Well or poorly equipped.

After having worked out the relation of the points in this manner, take "use" and show its relation to each of the others; as:

Use { Size, Quality, Color, Style, Quantity, History, Ingredients, Shape, Manufacture, Efficiency, Public opinion, Distribution, Equipment.

Go through the entire list of talking points in the same manner.

CHAPTER XXVIII

NECESSITIES—LUXURIES—UTILITIES

In the arrangement of talking points as outlined in the preceding chapter, it will be necessary to classify all goods under the head of either necessities, luxuries, or utilities. Before proceeding further we should appreciate the fact that what may be a luxury to one individual may be a necessity or a utility to another. What may be a necessity to one man may, because of another's lower social station in life, be a luxury to him. That which was considered a luxury a decade ago may in this age be a necessity. Human needs are constantly changing. The consumer must have his needs satisfied. The retailer and salesman must know what the people desire. It is easier to sell a necessity than a luxury. It is easier to sell a staple than a specialty. If the sale of a luxury requires greater effort and better salesmanship than the sale of a necessity, this class of goods must be brought to the consumer or the retailer. They will require more advertising and higher-grade salesmen. It will not be so easy to get the consumer to buy a luxury by mail, and if the goods are to be moved by a mail order campaign it will require a considerable amount of follow-up.

The old method of making the marketplace a meeting place for the man who had something to sell and the man who out of necessity was compelled to buy, is fast being eliminated. It exists only in the most remote sections of the country. Men today are buying more than that which they need to eat and wear. They purchase many things which are classed under the head of utilities and luxuries. They buy these because the salesman has induced them to buy. In many instances, they do not need the article and would be better off without it. Again, many of them they do need, but it takes a salesman to convince them of the fact. Most of the specialty selling is abnormal. The people do not seek this class of wares. Life insurance is a utility, but people do not buy it. Is must be sold to them. A good real estate investment is a utility, but the people must be convinced.

Now, let us cover briefly the law of necessities with regard to a minor.

Any contract made by a minor during his infancy is voidable. It is voidable only at the option of the infant, providing he exercises this right during his infancy. Contracts for necessities alone are binding upon him. Many salesmen do not consider this an important factor in selling. It is, however, equally important to the distributer and the salesman. Ordinarily we take it for granted that any contract made with an infant may be avoided by the infant at any time he chooses. Let us suppose that a retail merchant sells a high school boy a twenty-five dollar suit of clothes. Later he desires

to return the suit and demands the return of the twenty-five dollars. If he can prove that the suit was a luxury, he can get a refund of his money, even though it has been worn and is perhaps mutilated. Necessities include not only things to eat and wear, medical attention and schooling, but also such articles as are suitable to the infant's position in life. A horse has been held to be a necessity for a high school boy. Watches and jewelry are necessities under certain circumstances. Understand, however, that a piece of jewelry which is a necessity to one high school boy may be a luxury to another. It is for the courts to determine whether the article is a luxury or a necessity.

Now, referring to the illustration given above, if this high school boy can prove that he was well supplied with suits, there is no question but that he can return the suit purchased, even though it is soiled, and demand the return of his money, for where an infant is already well supplied with an article, an additional purchase will not be considered a necessity but a luxury. Again, suppose a jeweler sells a high school boy a twenty-five dollar watch and the boy later demands the return of his money. This has been held by the majority of the courts to be a necessity, provided the boy has not already a serviceable watch. This may not be true, however, with the son of a laboring man who earns but one dollar a day and has nothing in the bank. In a case of this kind it may be held to be a luxury; whereas, if the father owns his home, perhaps has a couple of thousand dollars in the bank,

the twenty-five dollar watch might be considered a necessity; and so it is with jewelry, etc.

In the sale of a horse to a high school boy it is considered a necessity by the majority of the courts. If the horse dies and the boy demands the return of his money, the seller may be compelled to return it. Not only will he lose the horse, but also the money. The same may be true of the watch, in case it happens to be a luxury. If the boy should lose the watch, or if it should be stolen, he could demand a refund and get it. Again, a retailer may sell a high school boy a bicycle the purchase price of which is $40. This may be considered a necessity, as he uses it in riding to school each morning. If he afterwards learns that it is valued at only $20 and demands the return of $20 he can get it. In other words, it is unlawful to charge more than the ordinary price in selling to a minor. The law is for the protection of the young men and women who are inexperienced and not able to think and act intelligently for themselves. This is especially important to real estate, insurance, and retail men.

In selling goods to a minor, it is essential that the purchase be made only with the consent of the child's parents. It does no good to ask the child what his age is. This does not alter the case, with the exception, perhaps, that the seller has an action against him for deceit. In the sale of real estate to a young man not twenty-one years of age, the signature of either one or both of his parents or his guardian should appear on the contract. The

same is true of life insurance or any specialty which he may purchase.

In regard to contracts for labor and service, the law vitally affects the businessman who has in his employ young men and women under the age of twenty-one. A man makes a contract today agreeing to pay seventy-five dollars a month to a young man to do clerical work. On the following day he discharges him and gives the position to a friend of his. If the clerk can prove that he was fully competent to fill the position, the employer may find it necessary to pay him a full month's salary, or perhaps even more, until such a time as he can secure another position equally as good. However, if the clerk decides that he will quit work and goes over to a competitor, the employer has no action against him. The law favors the infant in every instance. If the first employer, however, can prove that the competitor induced the clerk to leave his employ, he has an action against the competitor. This law holds true in reference to contracts made with stenographers, clerks, etc., where the contract is made for a definite period of time.

Wealthy—Moderate—Poor

Again, it may be necessary to classify all prospects as wealthy, moderate, and poor, in order that a more satisfactory method for the arrangement of talking points may be evolved. In the sale of a seventy-five dollar gold watch to a laborer who receives but $2.50 a day, a selling talk would not be given the same as if it were to be given to the man

who is worth $50,000. In the sale of a diamond to a lady who drives up to the store in a limousine, an entirely different appeal would be made than if the sale was being made to a lady who dresses shabbily and walked in from the poor section of the city. In the first case, an appeal might be made to the customer's vanity, while in the second it may be necessary to show that the value represented in the investment is staple.

In the arrangement of these talking points, it will be necessary first to decide whether we are handling a necessity, luxury, or utility. The following outline will give a general idea as to the arrangement of talking points for shoes, a home, insurance, etc., to each of the three classes of people:

IN SELLING SHOES

Wealthy	*Moderate*	*Poor*
Style	Comfort	Price
Comfort	Style	Durability
Neatness	Neatness	Comfort
Fit	Fit	Fit
Durability	Price	Neatness
Price	Durability	Style

IN SELLING SUBDIVISION

Wealthy	*Moderate*	*Poor*
Investment	Necessity	Protection in age
Quality	Price—Terms	Price—Terms
Safety	Quality	Returns
Protection	Safety	Quality

In Selling a Home

Wealthy	*Moderate*	*Poor*
Neighborhood	Beauty	Price
Beauty	Transportation facilities	Transportation facilities
Comfort	Comfort	Convenience
Sanitation	Stability	Stability
Convenience	Price	Sanitation
Stability	Convenience	Comfort
Transportation facilities	Sanitation	Neighborhood
Price	Neighborhood	Beauty
Terms		

In Selling Insurance (Life)

Wealthy	*Moderate*	*Poor*
Protection of business	Investment	Protection to family
Investment	Stability of company	Cost
Stability of company	Protection to family	Stability of company
		Investment

In Selling Furniture

Wealthy	*Moderate*	*Poor*
Beauty	Comfort	Price
Comfort	Beauty	Durability
Style	Durability	Utility
Durability	Price	Comfort
Price	Style	Beauty
	Utility	Style

In addition to the points mentioned there may be a number of others which may be used with regard to some specific article. The points were selected merely to demonstrate how it is possible properly to arrange the points to suit the various classes of trade. In addition to those given, such features as, convenience of the store, near the car line, in the heart of a business district, etc., might be emphasized, and especially should this be done in the advertising. Credit, promptness of delivery, or service are also leading talking points with many retailers. In wholesale selling, the reliability of the house and their reputation for fair dealing, the history of the firm, terms of credit, methods of delivery, sales plans, and advertising schemes would all be emphasized throughout the sales talk.

CHAPTER XXIX

ANALYTICAL TESTS FOR POINTS

The clever salesman when he meets his prospect does a lot more listening than talking. With tactful, leading questions, he finds out the desires of his prospect and those features of the line in which he is most vitally interested. He can then concentrate upon these features of special interest and his talk will prove effective. Some salesmen are so pitiably weak because they never classify in their own minds the different features of their line, and make these applicable to some particular desire on the part of their customer. They start on a long rambling talk covering every feature of their line, the house, and the service, and when they are through they have probably only touched lightly the real things in the line that interests the prospect.

Other salesmen with courteous and tactful questions will get the customer to unbosom himself. They do not frighten him with technical terms and mysterious talks. Many of our best salesmen today frighten their prospects by their high and lofty attitudes; by their learned discussions and technical expressions. The prospect keeps his mouth shut tight for fear he will be laughed at for displaying his ignorance. The salesman who works out an analytical test for his line, will find a battery of

talking points which may be used in the sales talk. This does not necessarily mean that he will follow the outline in giving his talk. The test is not made for that purpose. If he finds through his prospect's questions or conversation that he is interested in some particular feature, he will be able to put up a convincing talk covering that particular phase. The following chart illustrates a test for evolving points on the production, buying, and manufacture of woolen and worsted goods. This same test can be applied to any article. The points can be applied to any article. They can be gathered from the factory literature, advertising booklets, etc.

WOOLENS AND WORSTEDS

PRODUCTION:

Sheep	*Location*	*Conditions*	*Qualities*
Merino	S. W. United States	Breed	Length of staple
Leicester	N. W. " "	Cultivation	Luster
Lincoln	Australia	Care	Fine and coarse
Alpaca	Europe	Soil	Number of serrations
Mohair	South Africa	Food	Brittle or soft
Angora	China	Climate	Colored or white

Special qualities due to favorable conditions:

Even growth	Freedom from filth	No dead fibers
Vitality	No coarse hair	Pure white color
Elasticity	Retention of yolk	Added tensile strength

BUYING

Middlemen *Direct*

Conditions of the clip
Probable shrinkage
Freedom from oil, dirt, and waste
Long and lustrous fiber
No imperfections

MANUFACTURE

PREPARING

Processing

Sorting
- Eight grades
- Experts only
- Only best wool used

Carding
- Opening and cleaning
- Prepares extra finish
- Heavy edges removed
- Threads laid parallel
- No breaking of staple
- Separates fibers
- Straightens and draws
- Extracts long from short fibers
- Draws and doubles fibers
- Twists and draws the yarn

Dusting
- Repeated process
- Cone duster
- No injury to fibers

Scouring
- No injurious chemicals
- Expert attendants
- Naphtha system

Dyeing
- Before carding
- In yarn
- Best dyes obtainable

Blending
- After burred and picked
- Best grades combined
- No mungo, shoddy, noils, cotton, extracts, hair

Combing
- Eliminates short and curly fibers
- Long straight fibers laid parallel
- Waste and broken fibers removed

Drawing
- Maximum drawing process
- Doubled 400,000 times
- Many twists for fine cloth

Gilling
- Blends long and short fibers
- Increases parallelism
- Even moisture

Spinning
- Dry process—soft fibers
- Soft or firm yarn
- High cost for fine goods

FINISHING

Weaving

(1) Sized and slashed
- Worked
- Drawn
- Reeded

(2) Stamped patterns

Designs

Woven
- Stripes
- Check
- Basket
- Cords
- Ribs

Inspection
- Rigid inspection
- No surface finishes
- Expert burling

Napping
- Adds beauty and strength
- Makes clean bright weave
- Dry or wet process

Fulling	*Finish*
Softens the weave	Sponging
Maximum of shrinkage	Steaming
Woven with twill	Pressing
No reduction of strength	Brushing

The following is a more complete elucidation of the above and shows how each step in production affects the manufactured product. There are two classes of wool, the long and short staple. The short staple comes from the following sheep:

Crossbreed
Merino
Lincoln
Leicester
Romney

The long staple from the following:

Mohair
Alpaca
Angora

The cloths from these wools vary greatly, as the fiber may be soft, crimpy, silky, or coarse and hair-like. It also varies in the number of serrations on the fiber, hence there will be a variation in the shrinking qualities of the article. There is also a variation of articles manufactured, for the soft, dull, loosely twisted yarn of the short-stapled wool is made into blankets, sweaters, broadcloth, flannels, etc. Where the fiber is long, lustrous and carefully combed, it is made into serges, mohairs, and worsteds. Of course, there are other articles which may be made up from either the long or short staple or both; such as, dress goods, suitings, knitted

underwear, etc. Carpets, rugs, and other heavy materials are made from the coarse, hair-like wools.

Sheep grown in various parts of the world will produce a different grade and quality of wool. Even in certain sections of the United States the wool produced is different from that grown in other parts of the country. The qualities desired can only be obtained when the breed, climate, soil, and food of the animals are considered.

(1) Wool from the poorly bred sheep will be tinged in color and does not spin well.

(2) Dead hair will not take the dye and the cloth made from it wears unsatisfactorily.

(3) A cold winter with much rain will wash the yolk out of the wool, which causes it to grow unevenly and makes it brittle.

(4) The sheep crop very close and must be moved frequently.

(5) Some soils grow weeds more readily than others, and the wool will gather burrs. Poisonous plants may injure the health of the animals, which also affects the wool.

(6) Insufficient feeding between seasons or poor food injures the growth of the wool and leaves it harsh and dry.

(7) When the environment and life of the sheep are satisfactory, the fiber is sound, strong, and long, while a pure white color is attained.

Buying

The wool may be purchased either through middlemen, or the factory may send buyers direct to the

raw wool producing sections. They there learn the:

(1) Condition of the clip.
(2) Health of the sheep.
(3) Climatic conditions.
(4) Whether the wool is free from oil, burrs, dirt, and waste.
(5) The length and lustrousness of the fiber.
(6) Whether there are any other imperfections which may ultimately affect the finished product.

Manufacture

From the beginning of the manufacture to the finished product, many conditions may arise which will injure the cloth. From the superintendent to the lowliest laborer, care must be exercised and experience is essential.

The various processes of manufacture must be watched carefully to see that the right reactions take place and the proper product is produced.

Sorting

The wool must be properly sorted in order to secure the best product. There are certain portions that must be thrown away, though many manufacturers will use these poor qualities of wool as a filler. Experts only should be employed in the sorting room.

Dusting

The wool may be dusted many times or few. Special machinery may be used for this purpose, or

cheap machinery used and a poorer product result. Then, too, the wool may be injured by excessive dusting. All these factors may affect the quality of the cloth.

Scouring

Injurious chemicals are frequently used which destroy the serrations on the fiber. There are several systems in use which, though expensive, are sure to bring the wool out in a perfect condition.

Dyeing

This process may take place before the wool is carded, or after it is woven into yarn. The dye may be of a cheap or expensive quality which ultimately affects the cloth.

Blending

Blending usually takes place after the wool has been burred and picked. The best grades only should be combined. Experts should be employed for this purpose, as it is one of the most important processes through which the article will pass. Frequently shoddy, mungo, noils, extracts, cotton, or hair are mixed with the wool at this time. The secret of many a manufacturer's success is in the perfect blending of various wools which results in a beautiful cloth. This is an excellent talking point.

Carding

The wool may receive much carding or little, depending upon the kind of cloth desired. The finer cloths are carded much more than the cheaper grades.

Combing

Proper combing will eliminate all short and curly fibers, straighten out the long fibers and lay them parallel. All broken fibers and waste material should be eliminated at this time.

Drawing

Much time or little may be spent on this process. Many of the better cloths are doubled as many as four hundred thousand times. Where a fine cloth is desired many twists are given the yarn, and it receives the maximum drawing process.

Spinning

The yarn may either be soft or firm, and the quality of the goods again depends upon the quality of the spin.

The beauty of the cloth lies in its finish.

Attractive color designs may be woven in or printed. Some of the very best weaves are of a very simple design. Attractive designs may be secured by combining with other fibers or by particular finishes and dressings after the weaving is over.

The goods may receive much inspection or little and the finishing process may be a long one or gone over carelessly. Such processes as napping, shearing, steaming, properly pressing, and sponging insure long life as well as beauty, if properly done. If the work is done cheaply and poorly, a poor product is naturally the result.

To test the quality of cloth, the buyer should be familiar with various chemical tests. It is practically impossible to tell a poor quality of cloth from a good one, merely by appearance. Experts may be able to distinguish by the feel of the cloth, but this is not always satisfactory, as many deceptive methods are used by the manufacturer to fool the buyer.

CHAPTER XXX

SYNTHETICAL ARRANGEMENT OF TALKING POINTS

After having carefully analyzed a line of goods relative to production, buying, and manufacture, it is essential that a classification be made so that every point may be placed where it will do the most good. The salesman who neglects to classify and arrange his talking points will find that his sales talk falls flat. It is true that salesmen many times actually meet a prospect without knowing just what they will say. They maintain that the points will come to them while giving their talk. This cannot be successfully performed. There must be a systematic arrangement of the selling points. No salesman can fire them at random and get satisfactory results.

There are at least five primary talking points with regard to every article, and this number may be increased to ten or more, depending upon the length of the sales talk and the price of the article. These leaders are the points which will most vitally interest the majority of prospects. They embody the real motives for purchasing. They are what might be termed the leaders and can be secured only by covering the sales talk thoroughly and finding out which points have interested the majority of purchasers in the past.

After having found these leaders, they will be placed in position, so that all the minor points will group around them naturally and logically. Every point will be placed under a leader and so arranged as to focus toward that leader. Of course, these leaders are so arranged, or should be, that they will lead but to one thing, the fourth step in the Mental Law of Sale—"decision."

A proper arrangement of the sales talk will aid in bringing it to a successful climax. The salesman who depends upon his personality to make a sale is losing at least fifty per cent of the force and power of his talk. That is the importance which may be attached to a properly built sales talk. A great many of the talks lead away from the order instead of toward it. There are others that do not gather momentum as they go along. That is why there are hundreds of salesmen hunting positions.

The lecturer in a clever manner controls completely the minds of his listeners. They are so intensely interested in what he is saying that they do not know what takes place around them. When he has their interest worked right up to white heat, he stops. The audience cheers and desires that he go on. Why cannot a salesman do the same thing? Why is it not possible to make his talk so interesting that a prospect will want to hear him? Many salesmen with carefully worked out talks have been able to hold the interest of their prospect for hours. Others, because of a lack of logical sequence of ideas, fail even to arouse interest.

Now, every point used in a sales talk has action

and life in it, just as every word has action and pull, or it has not. These the salesman must find and properly arrange in the talk. It is best to place on the debit side of a card all the points which are strong and aggressive, while on the liability side should be those that are weak. Other points should be added to these from time to time. They can be secured from the advertising literature, by reading general articles in the newspapers and magazines, by reading advertisements or books and by consulting other salesmen. Some of the old points will necessarily need to be discarded, while new ones must be added. By properly working out the talking points on this basis, the salesman is in a position to talk five minutes or five hours on his proposition.

This is an important consideration for the specialty man who will call on all classes of trade. When he meets a man of the nervous temperament, it is essential that he cover the details of his talk hurriedly, while in dealing with the lymphatic type he probably would spend a great deal more time on details. It is advisable to omit any point that will arouse discussion. True, in many instances it is impossible to omit them. There will be essential points that will arouse a question in the mind of the buyer, yet must be dwelt upon by the salesman. Anticipate these and be prepared for them. Too many salesmen are working without a definite plan. They start with a good point and from that jump to another with absolutely no thought of logical sequence between the two. They do not see the

whole talk, neither do they feel the force or power which they may bring to bear on the buyer with a properly arranged talk.

There are salesmen who use all their best talking points in the beginning and have nothing left near the close, the most critical time. There are others who will start with weak points when they are trying to secure interest and attention, with the result that they never get very far with their prospect. They may never even have a chance to present their best points. Others will start with a good point and follow up with a weak one, with the result that the weaker one destroys the interest that the strong one created. There are salesmen who give all they have in the first few minutes of the interview, endeavor to get the order and fail, then have no come-back.

From the above we must conclude that a properly built sales talk will omit all the weak points, and the strong ones will be properly arranged. There will also be certain points held in reserve. The clever salesman will arrange his talk so that every point will make some kind of a human appeal. Each will touch one of the human instincts. It will blend logically and naturally into the succeeding one, thus the sales talk will gather force and momentum as it goes along. The arrangement of the talking points must necessarily be changed occasionally in order to suit the particular locality, environment, profession, etc., of the class of trade being called upon. The same talk could not be given to a department store buyer in a city of fifty

thousand population as that given to the small retailer in a town of five hundred population.

The following analysis is a simple form of grouping the points for a subdivision. This merely illustrates how they may be segregated and grouped around leaders. The five points selected are those which vitally concern the people who consider making an investment of this kind. There is also given an analysis of a talk on a fountain pen. These are representative articles in specialty selling and it gives some idea as to the method of grouping talking points.

REAL ESTATE

Quality

- Location
  - General
    - Near railroad
    - " water
    - " depot
    - " factories, etc.
  - Special lot
    - Corner
    - Near main street
- Surroundings
  - Business district
  - Schools
  - Factories
  - Homes
  - Railroads
  - Car lines
  - Depot, etc.
- Condition
  - High
  - Low
  - Sloping
  - View
- Size
- Shape
- Facilities
  - Business, apartment or residence
  - Warehouse—wholesale
- History of article
  - Justification for present prices

- ***Value***
  - Commercial value
    - Proposed railroads
    - " harbor
    - " factories
    - " stores
    - " homes

    → Probable future use
  - Comparative value
    - Illustration of advance in other properties
    - Advantages over other properties
    - Probable future returns
  - and
  - Real value
    - Improvements
      - sewers
      - sidewalks
      - curbs
      - street work
- ***Safety***
  - History of house
    - Protection given clients
    - Service
  - Title
  - Loan value
  - Feature of contract
    - Protective features
    - Building restrictions
- ***Price***
  - Absolute
  - Comparative
    - Consideration of improvements
    - With other properties
  - Terms
    - Installment
    - Cash-discounts
- ***Closing Appeal***
  - Maternal instinct
    - Buy for the child
    - Buy for the future and protect children
  - Instinct of imitation
    - Names of others who have bought
    - Names of others who have made money
  - Instinct of possession
    - Saving habit
    - Figure probable future value

The salesman will not necessarily follow this outline in dealing with each one of his prospects. He may be led by an aggressive buyer from one general topic to another. The clever salesman will, of course, keep control over the mind of his prospect and bring him back at will. Very frequently the price of a lot will be asked in the early part of the talk while perhaps the location, size, or shape is being discussed. Under these circumstances the price will be mentioned, but the salesman will immediately lead back to where the talk was interrupted.

FOUNTAIN PENS

Manufacture	Rubber from South America. Gold (of the very best grade). Iridium (hardest metal points). Hand tipped. Barrels molded in steel molds. There are so many made as to assure satisfaction.
Size	Small barrel necessitates small pen point. Medium barrel necessitates medium pen point. Large barrel necessitates large pen point. Very large barrel necessitates very large pen point. Vest pocket size barrel has a medium point. Lady's size barrel necessitates very small pen point.
Price	Small barrel, small point and not self-filling, sell for one price. Medium barrel, medium point, self-filling, sell for one price. The Windows, Safetys, Vest Pocket, Filigree, Gold Banded, all add so much to the original price of the pen. (For instance, a $2.50 regular self-filling pen with the addition of the safety, 50c., and also the addition of a gold band, $1.00, makes the price of the pen $4.00.)

Quality	Pen Company has its own rubber plantation, and its own representatives in South America. They have their own gold mines. Every point made by hand. Every pen put through 101 inspections. Every point is tipped with the best quality of iridium. (This metal is used because it is the hardest obtainable for this use.) Best grade of Para rubber is used for the inner barrels.
Fancy Pens	There was a demand for some fancy pens, so the following styles have been made to meet the demands of the public: Plain Gold Banded. Filigree Gold. Filigree Silver. Solid Gold. Solid Silver.
House	First pen perfected in 1883. Three dozen pens sold in 1883. Output in 1907 amounted to $2,500,000. From a luxury it has developed into a necessity. First to adopt self-filling type. The pioneers in the fountain pen line.
Points	Fine. Medium. Stub. Stenographic. Manifold. Bookkeepers'. Postings. Turned up. Ball pointed. Short stub. Left oblique and right oblique. There is a point to fit every hand.
Use	Can be used in almost any kind of business. The fountain pen is a time saver and also an ink saver. It does away with carrying a pen and a bottle of ink. Does not take up much room in a pocket, purse, grip, or handbag. The "safetys" are guaranteed not to leak.
Style	Regular and first style pen made. Self-filling style. Safety. Safety—self-filling. The pen with the little windows. Vest pocket safety. Fancy.

Public Demand	The public demand caused the output in the first year to be $100 worth of pens, and the output in 1912 was $300,000,000. It may be used in every line of business. The world was a slave to the ink bottle and the straight pen point until the people demanded a fountain pen. There was every reason why mankind should be supplied with what they demanded.
Public Opinion	The prices are standard. The prices are not too high, even as a luxury or a necessity.
Efficiency	Better work is done with a fountain pen, in a shorter time, and also at a saving to the user. He does not waste any ink, time, or energy. By that we mean that the fountain pen is always on the job. It will allow the ink to flow only so fast, and last of all it does not tire the hand as a straight pen will. It does not scratch like a steel pen.

With the above information, it will be possible to give a thirty-minute or a two-hour talk. This does not mean that the salesman will go through this entire outline in the sale of a fountain pen. He may talk on one or two points only. Perhaps convenience, quality, or beauty will be sufficient to make the sale. If, however, the price is mentioned as $7.50 and the customer has seen another pen advertised at $1.10, the talk will necessarily cover several of the points; such as guarantee, manufacture, the house, quality of points, public demand, etc. Now, in the arrangement of these points, they will group naturally and logically around certain leaders. Take quality, for illustration. Under this we would necessarily discuss the following:

Quality	Manufacture Points House Public demand

Or if a salesman desires to feature fineness, around this point would group:

Fineness { Size, Style, Use

And so with any particular point which may be selected as a leader, there will be many others which can be grouped around that leader.

Comparative Analysis

It is just as important to know something about a competitor's line as to have information concerning our own. Customers expect the salesman to be an adviser to them, and he cannot advise intelligently without a knowledge of competing lines. The following chart, if worked out carefully relative to any line, will show how one brand of goods ranks in comparison with others. It gives the salesman a fund of knowledge which will make him enthusiastic and confident.

AUTOMOBILES

Our Line	Competitor's Line	Competitor's Line
	Motor	
En bloc	In pairs	In threes
Valves enclosed	Ports	Valves—push rods and arms exposed
L. head	Sleeve valve	Valve in head
Centrifugal pump cooling	Thermo syphon	Plunger pump
	Electrical System	
Battery ignition	Magneto ignition	Splitdorf magneto
2 unit special	2 unit autolite	Delco single unit

	Transmission	
Unit with rear axle	Unit with motor	Front of propeller Shaft tube
Aluminum housing	Cast iron housing	Semi steel
Geared 4 to 1	3¼ to 1	5 to 1
	Bearings	
Front—2 timkins each	Taper roller	Timkin
Transmission—3 timkins, 1 ball thrust	Annular ball	Hyatt roller
Differential—2 timkins	Gurney	New departure—Hyatt
	Clutch	
Cone	3 spring cone	Multiple dry disc
Adjustable pedal	Non-adjustable	Non-adjustable
Ball-bearing collar	Plain bearing collar	Ball-bearing collar
	Steering Gear	
Full worm and worm wheel	Worm and full gear	Split nut and worm type
Steering bolted to cowl	Housed braced	Not braced at cowl
	Body	
Distinctive design	Streamline	Extreme streamline
24 paint operations	Sprayed and baked—not durable	17 operations—fair finish
Silk mohair top—one man	One man mohair	One man pontosote
Concealed hinges	Concealed	Exposed hinges
Hood black enamel	Hood painted	Hood enameled
	Upholstery	
Best hand buffed leather	Machine buffed	Leather
Nothing but hair	Hair	Curled hair
Carpet high grade	Fair quality carpet	Cheap carpet
	Wheels	
Straight side demountable	Quick detachable	Demountable stanweld
12 spokes each wheel	10 spokes front—12 rear	12 spokes front and rear
34 x 4 tire	32 x 3½ tire	35 x 4½ tire

	Equipment	
Stewart Warner speedometer	Magneto speedometer	Stewart
Gasoline gauge	No gasoline gauge	Gauge on tank at rear
Oil pressure gauge	No oil gauge	Oil sight feed on dash
	Rear Axle	
Full floating	Semi-floating	Full floating—spiral bevel gear
Pressed steel housing	Malleable case-housing	Iron housing
Brakes equalized	Not equalized	Equalized

The salesman who attempts to use this information to disparage a competing line will be disappointed, and it should not be prepared with that end in view. The most glaring evidence of weak salesmanship is a "shot" at a competitor's product. These facts, if properly compiled, will convince any salesman who studies them conscientiously and analyzes them carefully, that his line is manifestly superior, or it will demonstrate to his satisfaction that he cannot conscientiously advocate their purchase under any circumstances. Before a salesman can be successful, he must establish in his own mind confidence and assurance in the quality of the goods he is selling. The more actual facts he can collect concerning his line in comparison with others, the more enthusiastic, effective, and convincing will be the proof submitted.

CHAPTER XXXI

PROVING STATISTICS

Fully ninety per cent of the statements made by the average salesman are never proved. We have already learned that as long as there is a shadow of doubt in the mind of a prospect, it will be impossible to get him to sign the order-blank. The average buyer in this age will not stand for a mere assertion. Each year the purchasing public becomes more intelligent. It is true, of course, that there are fools born every minute, but these in time become cautious.

Instead of merely making an assertion and either expecting or hoping that the prospect will accept it as true, offer ample proof, sufficient to convince even the most skeptical. The lawyer does not leave a single stone unturned in convincing a jury, and furthermore it is plainly evidence of poor training if he fails to convince a jury when he has the evidence. The same may be said of the salesman, that it is plainly evidence of poor salesmanship if he fails to give proof of a statement, provided he has the evidence, or can get it.

Many salesmen will make the remark that they are handling the best article in the world, yet give no evidence that the fact is true. They state that their factory is the biggest in the country and ex-

pect their prospects to believe it. The real estate salesman remarks that lots are selling at a certain price and will double in value in six months. How much more effective an assertion of this kind would be if the prospect was given ample evidence of the fact that the value of the property was genuine and that there were justifiable reasons for the belief that the price would rise! Just one negative statement made during the sales talk, which the buyer does not believe, will cause him to doubt every statement made, and without conviction it is impossible to close.

It is true that there are many statements which cannot be proved. On one of the streets in the cheaper districts of New York City a closing-out sale has been in progress for two years. This retailer claims to sell his goods below cost, yet he is still paying rent, clerk hire, and buying expensive space in the newspapers. Many retail men will go so far as to make the statement in their advertising that they are selling goods below cost. The general purchasing public, however, through reading the magazines and newspapers are becoming more intelligent, hence demand facts.

It is true that exaggeration is sometimes necessary to sell goods. It is a bad practice at best and the live, successful business firms avoid it. Those, however, who practice it, do so because there is a class of people who demand it. A retailer can sell almost anything regardless of whether his customers need it or not, provided they are made to believe that the price has been cut.

Again, there are statements made by every salesman that are practically impossible to prove, since the giving of proof would involve too much time. It would be necessary to go into detail, and while dealing with a man of the nervous temperament, who desires to see things quickly and in their entirety, there is but little time to spend on detail. It would be foolhardy to attempt to prove a statement made under these circumstances and in dealing with this type of buyer. The detail would not only tend to tire him, but there is danger that it might also arouse some question for discussion.

Of course, there are two sides to this question: Is every statement regarded as untrue simply because of a past experience of the prospect? Or, on the other hand, is the salesman leading his prospect to believe that he is covering up some gross misstatement by offering proof? Simply because a man in his past experience has found that he cannot believe all statements does not necessarily prove that he will disbelieve all those made by a salesman. On the other hand, if the salesman attempts to give him tedious detail in connection with the proposition, it may arouse his suspicions. It is a psychological fact that if an objection is answered too emphatically before it arises there is a tendency to reflect on it.

The personality of the salesman and his ability to gain the confidence of a prospect will largely determine the amount of proof that must be given. The greatest crime, however, is on the part of the

salesmen. They are most criminally neglectful in giving proof. They are imbued with the idea that because they are convinced as to the merits of an article, everyone should be. They take too much for granted. They have covered their proposition so often, perhaps each time eliminating a trifle more detail, with the result that their talk is now so brief and proof so meager that the prospect is not convinced. On the other hand, it may be that they have not properly analyzed their goods and worked out the best talking points. Perhaps they do not even know which points can be proved and which cannot.

To give evidence that there exists such a thing as an unproved statement, look in the magazines or the daily newspapers, and there will be found hundreds of advertisements making assertions, yet conveying absolutely no proof whatever. Of course, it is many times better to give no proof at all than to submit the kind that many advertisers do. For instance, a patent medicine advertisement embodies a letter which has been written by some lady who has been completely cured by the use of the concoction. This letter contains a pitiful tale of her suffering and what the medicine did for it. It perhaps fails to give her name or the advertisement may appear in the San Francisco papers, giving the address of a woman in a small town in New York. Naturally the people have lost faith in this kind of proof.

An advertisement in one of the leading magazines reads as follows:

> $1362.75 profit in three weeks made by Mr. Horton in Pennsylvania selling our Mexican Resurrection Plant, nature's rare novelty that wakes and sleeps at will. Nine hundred per cent profit. Box 45.

Another reads as follows:

> AGENTS AMAZED—Ten inexperienced men divided $40,000. Horstad, a farmer, did $2,200 in forty-two days. Schlieitcher $195 the first twelve hours. Write for particulars. Box 1156.

A third one reads:

> One man made $10,000 growing mushrooms in his cellar. Another is making thousands of dollars growing ginseng in his back yard. You can do the same. Write for information.
> Blank & Co.

Now, the above advertisements give us no information of real value. Who were the ten inexperienced men who divided $40,000 and who and where is the farmer who made $2,200 in forty-two days, or where is the Mr. Horton in Pennsylvania who can make $1,362.75 profit in three weeks? How was it done and what evidence is it that some other individual can do as well? Take, for instance, the

man who made $10,000 growing mushrooms in his cellar. What were the conditions under which these were grown? What proof is there that another man can do as well?

Now, another advertisement for a book on the "Development of Will" contains a number of positive statements as to what the book will do. These are followed by a recommendation from Ex-President Roosevelt, stating that the book is a necessity to the businessman who needs a strong will. Another recommendation is written by the president of a leading university; a man who is in a position to know. He also strongly recommends its use. That is the kind of proof the people desire. They know that if the book is recommended by two prominent national characters, it must be good. The proof is convincing.

The value of proving statements in form letters cannot be overestimated. This is especially true in meeting objections. Some of the leading mail order men in the country will incorporate three or four testimonials in their sales letters. Each of these will be written by some satisfied customer whose name and address is given and each deals with some specific objection which is likely to arise in the mind of the prospect. Now, the man who reads these letters will naturally express his feelings as follows: "That answers an objection which I had in mind. Here is a man who wrote a letter stating that the article meets his requirements in this respect. It must surely meet my requirements."

It is best to eliminate all points from the selling

talk which cannot be proved. It is also best to talk up those which experience shows the prospects will question most frequently and give ample proof concerning them.

CHAPTER XXXII

SUGGESTION AND ARGUMENT

The salesman who understands himself; who has built up a strong and pleasing personality; learned the secret of eliminating his negative traits; knows how to analyze his goods; segregate and classify his talking points, will still find that there is danger of failure unless he is able to read human nature. He must know the workings of the human mind; how to influence, persuade, and convince; when the use of persuasion is necessary; when to use reason; or when suggestion is preferable to argument. The man who has mastered this problem has conquered human nature. He will generally be a leader of men, an adviser and sales expert.

The secret of human analysis is to be able to understand men and classify them. Then in giving a sales talk the salesman will know when it is best to use suggestion, and when to use argument, because he can appreciate when his prospect deliberates or reasons, and will be able to force him to reason along the line of thought desired, or to prevent reasoning at all if necessary.

Most salesmen use suggestion altogether in making a sale, and buyers are usually influenced most readily by it. In selling to women, suggestion should be adhered to almost entirely, as practically

all women reach a decision in this way. In making an appeal to a young man or woman, suggestion is preferable to argument, but in dealing with a hard-headed businessman argument should always be used.

The education and environment of a prospect largely determine whether suggestion or argument shall be used. The well-read, intelligent individual will generally reason. It is true that most advertisements are suggestive, either directly or indirectly. Every large advertising campaign has been based upon the idea that people will buy if the suggestion is made strong enough. The same principle is true in selling, for advertising is but one form of selling.

Man is endowed with a dual mind—two separate and distinct faculties. Each possesses separate attributes and powers and is capable of independent action. We get an idea in either of two ways: First, through reason we analyze a fact and come to a definite conclusion. Second, we may take an idea as a truth without analysis. In the latter case we do not even question the infallibility of the statement. This is attributed to the fact that the statement is planted upon the subjective mind through suggestion, and this mind is capable of reasoning deductively only, therefore its powers are limited. It does not classify a series of known facts. If, however, it is given a principle with which to start, it reasons down to a legitimate inference. It recognizes through intuition, is the seat of the emotions, and works most effectively when the

objective mind is not active. As we have already learned, the subjective mind is most active when the objective faculties are passive or dormant; such as, in sleep or while under hypnotic influence. It receives impressions and acts without the aid of any of the five senses. So when an idea is planted directly upon the subjective mind by the salesman, it will be taken as a truth. The prospect will not analyze it. He will not compare or reflect on it, no matter how absurd the statement may be. If a man is told he is an angel or a devil, he will believe it. Thus, we see the wonderful power of suggestion in dealing with men whose past experiences are limited. Their faith and belief is similar to that of a child's. Of course, the subjective mind is amenable to the objective. We can readily see the necessity for this. It is man's only protection. If a man cannot reason, and many cannot, he is an easy subject for the salesman.

It is absolutely impossible for the objective mind to influence a subjective mind. Thus in dealing with an individual who is subjectively inclined, it is impossible to plant an idea upon that mind by using reason or argument, for the appeal can be made only through suggestion.

The subjective mind is a storehouse of knowledge. It has been known to retain an idea for years. The objective faculties were, perhaps, never conscious of this idea, it having been planted there by suggestion. A poet will read a piece of poetry today, and five or even ten years later incorporate it in a poem he is writing. Musicians will do the

same thing. Poets, artists, musicians, etc., are all of the subjective development, while lawyers, politicians, physicians, etc., are generally of the objective development. This is due to the nature of their daily work and early training.

Since a statement is not generally remembered by the objective faculties, but is retained indefinitely by the subjective mind, it is wise, if impossible to close a sale immediately, to plant a few ideas upon the subjective mind, for they will serve as seed sown in fertile soil with all conditions favorable for future growth and development.

In making an appeal to the subjective mind it is necessary to create a mental picture. An appeal must be made to the imagination. The salesman must get control of the prospect's mind and lead it as he desires. The man who has formed strong habits during his life has strengthened his objective mind, and it is practically impossible to work upon his imagination. Under these circumstances it is necessary to resort to reason and argument.

Inasmuch as the subjective mind cannot reason, it is essential that an appeal be made to it in a manner that will arouse no counter ideas. Harmony must be created. The subjective mind is always awake, and receptive, hence the secret of influencing it is to get a statement past the objective faculties. These faculties serve as a guard and censor the facts which enter the subjective consciousness.

The result of suggestion depends largely upon the personality of the salesman. A man with a strong

and pleasing personality, an excellent vocabulary so that he may the more successfully paint mental pictures, may be able to use suggestion in the majority of his sales, while another salesman who does not possess these qualifications, will not succeed in making an appeal without resorting to argument or reason.

Objective Mind

The objective mind recognizes the world through the five senses: touch, taste, sight, smell, and hearing—and is capable of every form of reasoning: inductive, deductive, synthetic, and analytic. Man was endowed with these five faculties that he might the more successfully cope with his physical environment. If they are properly developed, he cannot be controlled against his will and better judgment in making a purchase.

These five senses will not all be used at the same time. In selling a typewriter we might make an appeal to hearing, sight, and touch; if perfume, an appeal will be made to hearing, sight, and smell. In selling a food product the appeal may be made to the senses of sight, smell, taste, and hearing, and, sometimes touch. It is very seldom that an appeal will be made to more than four of these senses,—generally to only three.

The use of the senses varies with each buyer. For instance, you and I will look on the same color. You see something different in it than I, as your perception of color has been cultivated in excess of mine. Perhaps my sense of hearing will differ from

yours, for the tone of voice which you consider musical may be very displeasing to me. One man will be an intense admirer of Caruso, another prefers a baritone.

It is a psychological fact that some people learn new things through their eyes more readily than their ears. Others will learn much more from hearing than from sight, and still others use most efficiently their sense of touch.

Now, the lesson from these simple facts of psychology is perfectly clear. To try to sell to the eye-minded customer, the salesman must show the goods; point out the things that may be seen; give the customer the opportunity to look them over. He will not be satisfied to listen to a detailed talk, so it is necessary to quietly and quickly produce something that will give weight to the arguments.

The ear-minded person must be appealed to by telling him the things he should know about the goods. He may not see these points until they are brought to his attention through the sense of hearing. He will not understand what he sees until it has been explained and even then will be slow to comprehend, so much detail must be given. The salesman must possess a vocabulary which will enable him to paint mental pictures.

More people learn through the sense of touch than either the sense of seeing or hearing. So far as the forming of mental ideas is concerned, the sense of touch is just as capable as any of the other four senses. Practically every human being uses this sense in acquiring knowledge and in many in-

stances it has been developed to a high state. When a bright object is held before a child the privilege of looking at it is not sufficient, but there is a desire to hold it. In fact this desire is inherent in adults as well as children. That is because the instinct within the individual informs it that there is a possibility of the eyes deceiving; that sight is incomplete and deceptive, and that a more accurate knowledge of the object may be obtained through the sense of touch. It is this same desire that causes the shopper to handle the merchandise she is shown. It is this instinct which has made counter displays so successful. People see and then feel the merchandise, and the result obtained through these two senses will either make or prevent the making of a sale.

It is always wise to get the merchandise into the customer's hands. Get him to feel it and in this manner appeal to the sense of touch. The furniture salesman gets his customers to open and shut the drawers in a piece of furniture. The clothing salesman gets the customer to try on the garment. The shoe salesman sells shoes by fitting them on. Many specialty men make an appeal by presenting their card when approaching. They endeavor to make an appeal through the sense of touch, while captivating the prospect's mind through the sense of sight and hearing.

Without an intimate knowledge of the customer, it is impossible to tell just which of the senses will most easily influence the mind. The most satisfactory method is to direct the appeal through as many

of them as possible. People generally receive some impression through all of their senses, and it is wise to have the impression reach the mind through as many of them as possible.

Every idea which enters the mind causes some feeling, and this feeling is either good or bad, pleasant or unpleasant. We have learned before that there is no idea so small that it does not produce some feeling which will either cause the individual to like or dislike it. The significance of this fact is appreciated when we recall that everything the customer hears, sees, smells, tastes, or feels may result in an idea and that every idea is either classified as satisfactory or unsatisfactory and will therefore either hurt or help in making the sale.

The window display, store entrance, arrangement of goods, architecture of the building, the store's advertising, and the appearance, dress, voice, speech, and breath of the salesman all produce an effect in the customer's mind that either hurts or helps the business. A clever salesman will realize this and set out to have all these items produce satisfactory, rather than unsatisfactory, results.

To be most successful, the salesman must understand the workings of these five senses and how an idea through any of them will make an impression on the mind. He must be able to diagnose mental life. If he understands the mental faculties to which he is directing his appeal the results should prove satisfactory.

Now, what part do the five senses play in reasoning? A man receives an impression through one of

the five and this idea takes complete possession of the mind. True, there can be but one idea in the consciousness at a time. In selling it may have been put there by an enterprising salesman when he placed an article in his customer's hands for examination. The size or quality of the article may cause a series of ideas to pass through the mind and if these remain without analysis they become a part of his knowledge. On the other hand, if a conflicting idea enters, one which has been in his past experience, there is a tendency to permit it to take possession of the mind. He is then deliberating or reasoning.

What does a man do when he deliberates? What is his mental action? Let us assume that you suggest to a friend that he go to another city and accept a five thousand dollar position. You give him a few of the details in regard to it, and tomorrow morning he starts without further consideration. He is acting on your suggestion. If he reflects on such questions as: I am now receiving three thousand dollars a year! This is an opportunity for me to get a larger salary, but it will cost considerable to make a change; will climatic conditions and working facilities be as favorable as these I have at present? He is weighing the evidence, comparing and analyzing. This is known as deliberation, and the result is a conclusion.

If you suggest to a friend that he purchase a suit and tell him where he can buy one for $35, and he purchases it, he acts on your suggestion; but if he stops to reflect on how he can otherwise use the

money, he deliberates and after having weighed the evidence for and against the proposition, he reaches a conclusion.

Here is where the salesman has an advantage over the advertising man, or the manufacturer, who conducts his selling campaign by mail. If the salesman is clever he will prevent deliberation by endeavoring to shut out all conflicting ideas and make his suggestion the only one in the prospect's mind. He will so arrange his sales talk that when once the prospect has absorbed one idea, another will be suggested. If he understands the temperament of the prospect, this suggesting can be done so adroitly that it will not be noticed. In dealing with a man of the nervous temperament the proposition would be given rapidly and an appeal made to the imagination, while in dealing with the lymphatic type, the sales talk would be given more slowly and deliberately.

It is important that the salesman know what takes place in the human mind when a prospect reflects. Let us assume that a typewriter salesman is interviewing a prospect and while giving his talk reasoning takes places as follows:

"I have a hundred dollars in the bank, I need the machine and its addition to my office equipment would add wonderfully to the efficiency of the office. The work I put out would be far neater and better. It will undoubtedly save time and money." Now, the prospect's mind follows the salesman. We would infer that he is being given a talk on labor and time-saving, or perhaps efficiency in his office.

Thus far he has had no chance to reflect or deliberate. We would be led to believe that he has not yet learned the price of the machine, but rather is considering the kind of work it will do and efficiency in his office. He can see only the merits of the article.

Now he asks the price. Naturally the line of thought goes off on a tangent.

He thinks, "Yes, I have one hundred dollars in the bank, but suppose some member of my family should become ill. I need the money and it has taken a long time to accumulate it. I have done without a typewriter for years and can continue as in the past. To me at this time it is practically a luxury. I must sacrifice this for the sake of my wife and family."

Now he is deliberating. This is just what the salesman does not want him to do, so he asks him a question or points out another feature of the machine, thus directing the line of thought into new channels. Perhaps he is induced to strike the keys, touch the back spacer, or move the platen, thus creating a new line of thought, perhaps as follows: "It certainly is a wonderful invention. It would greatly facilitate the work in my office, and undoubtedly is well worth the price. There is no reason why I should not have it." That may be as far as he goes before he starts in another direction: "I need a vacation, I have not had an outing in years. The hundred dollars in the bank I had planned to use for a vacation."

The salesman notices that he is reflecting, so he

calls his attention to some other part of the machine. He asks another question and again directs the line of thought. He proves that he can afford the machine; shows him how he can save money with it; how it will turn out better work and give him additional prestige with his clients.

It is important that the salesman anticipate these counter reflections. He must realize that there are points which will arouse negative thoughts. These can be prevented from entering the mind if he realizes what they are. The successful salesman can make his prospect forget the vacation, or the danger of illness in his family, if he realizes that such obstacles will arise. If it were not for these conflicting ideas, selling would be no science.

It is true that a suggestion made by the salesman will frequently cause a prospect to reflect favorably on the proposition, or even bring about the sale without a single counter idea entering the mind. The window trimmer places a silk gown in the window. A lady stops, notices the gown, and decides that she would like to possess it. She enters the store and makes a few inquiries regarding it. Thus far there have been no conflicting ideas. The clerk tells her that the garment is on sale at forty-five dollars, and she immediately reflects as follows:

"I want that gown, but I need a new rug for the front room.

"There are several old bills I should pay.

"I am not quite sure John will increase my allowance."

The salesman interrupts her by calling attention to the beautiful design, its originality and fit, that it is one of the latest arrivals, right up to the minute in style, appropriate for evening, theater, or party wear. Now the word "party" creates an image. Again she reflects: "Yes, it is a beautiful garment, and would make Mrs. Jones envious, just my color too, and I know it will fit me. Now, Mrs. Brown's party is next week and I can wear it then. I need a new gown for that occasion, anyway." Of course she takes it.

This is a typical example of following the line of suggestion. We might infer from the above that the salesman told her she could wear that particular color, that it was very becoming, just her fit, latest style, and the proper thing for evening wear. One little word might actually bring about the sale, therefore it is essential that care be used in the selection of the words which are to create favorable mental images.

The expression of the customer will generally give a clue to his line of thought and it is a very simple matter to determine the effect which suggestions have upon the customer's mind. The salesman must learn to keep any ideas from the mind which he knows will arouse objections. After some experience these can be determined with regard to any article. If the objection arises because of some point mentioned, the customer should immediately be led back to positive thinking by counter suggestions.

There are salesmen who permit their prospects to

reflect unfavorably because they do not know which points arouse negative thinking. When these counter ideas do arise it is impossible to hold the undivided attention of the prospect.

In selling to the man who deliberates, it is essential that every point be made clear. In discussing price it is necessary to talk profit, quality, or saving in connection with the purchase of the article. If the price is high, naturally it will produce negative thinking, hence we conclude that negative ideas cannot be avoided in many instances, and it is necessary that the prospect be made to see the statement from the salesman's point of view. It is necessary to make him see himself using it or making profit from it; to eliminate the thought of price or sacrifice, and paint mental pictures which will appeal to his sense of pleasure, vanity, or satisfaction. This can be done in such a manner that he will see only the positive ideas. He will not see the sacrifice, hardship, or danger of loss which may accompany the purchase. The advantageous features only should be related in dealing with the man who reasons and reflects. It is best to talk in terms of dollars and cents or quality.

Now, there are two sides to this question. The salesman not only sells, but is frequently a buyer. He should make it an infallible rule never to make a decision until he has weighed the evidence and considered all the alternatives. In considering the purchase of an automobile, the wise buyer will take a sheet of paper and draw a line down through the middle of it. On the left-hand side he will put down

all the reasons why the purchase should be made. On the opposite side, the reasons why it should not. Is the debit side greater than the credit? Do the reasons why the purchase should be made outweigh those against it? If they do, he will purchase; if not, he exercises will-power and turns the proposition down.

All buying is not done in this way. Many people will put down all the reasons for and against making the purchase, but upon finding that those against exceed those that are for the purchase, will buy regardless of their better judgment. They are frequently like the lady who purchased the silk gown. She knows John will not be pleased, and she needs the money for other purposes, but because of Mrs. Brown's party and the fact that the gown happens to be her favorite color or the right size, she forces the negative ideas from her mind and buys on impulse. The will is not strong enough to allow good judgment to prevail. When the salesman makes an appeal to the imagination, they act regardless of what past experiences have taught them.

Do not buy while the salesman is present, but let your better judgment determine what you shall do in every instance. The successful man is the one who reasons, deliberates, and exercises judgment, possessing also a will-power capable of backing his decisions.

CHAPTER XXXIII

DIAGNOSING MENTAL LIFE

To be able to determine just when to employ suggestion or argument, the salesman must be able to make a diagnosis of mental life. This means that his powers of suggestion will be materially increased if he is a student of psychology. These signs of mental life cannot be dealt with extensively in this book, although there are two things which vitally concern us at this time: First, it is essential that we know and understand mental life; second, we must learn to observe physical expression in order that we may be given a clue to mental ideas and thoughts.

As was previously explained, every idea is given physical expression. By observing a prospect's face, we are given a clue to his thoughts. This shows how closely related are the two subjects of salesmanship and psychology. The salesman, in practically every instance, will feel the prospect's co-operation, it gives him enthusiasm and makes his talk easy, while if he fails to get this co-operation it makes his task difficult.

Now, how can the salesman determine when a prospect is working for or against him? The answer can be given in a few words—by his expres-

sion. He learns to feel it intuitively. Plant an idea upon a prospect's mind and it is accepted either favorably or unfavorably. In either case, his facial expression will betray his thoughts. Many salesmen maintain that it is intuition alone that tells them when a prospect is skeptical and when he is not. In the typewriter sale mentioned in the preceding chapter, when the prospect stopped to deliberate, the salesman knew it by his facial expression. It indicated whether or not he was thinking favorably.

A man's success in determining whether or not thoughts are favorable is largely a matter of keen observation. Of course, there are occasional exceptions to this rule. We are all compelled to deal with two classes of people—the man who has no hidden self, and the one who conceals his thoughts and ideas. With many prospects, the salesman will be given no more of a clue to their thoughts or impressions than if he were talking to a telephone pole. The mental processes of this type are not to be fathomed by the expression. With most people a pleasant thought entering the mind causes the expression to brighten, or a disagreeable thought produces a frown, but not so with this type. The man who can hide his thoughts is the one who reflects and deliberates. He is a sound and logical reasoner and generally successful in business. The other type of buyer is more easily controlled, for he is influenced by suggestion and therefore cannot hope to be so successful in competition with other minds.

Here are three rules for every student of salesmanship:

1. Make a careful observation of the signs which express mental life.

2. Practice the interpretation of these signs and make a study of facial expression, modes, intents, animal behavior, and animal skill. Study the works of art, language, customs, and religion and their relation to mankind. Every human being shows signs inseparable from his intelligence or volition. A man's environment, temperament, and education will all be indicated by his facial expression.

A successful automobile salesman elucidates on this problem as follows:

"I consider all men human and treat them accordingly. They are different only in so far as some are more intelligent than others, due partly to their environment and the mental training they have had. I classify my customers on this basis. One man is irritable and there is only one way to handle him, but once I have him mastered I can master the majority of this type. Another man is stoical and he must be influenced in an entirely different way, but after having conquered a few of this type, I can master others in much the same way."

There is only one way to find out how to master men, and that is to understand the mental life underlying the cause of physical expression. Too many salesmen meet every prospect in exactly the same way and fail because they do not know the principles which cause men to act as they do.

3. The third rule is to examine the processes

which probably cause physical expression. A favorable change can be brought about by the man who understands mental life. This change can be accomplished with every prospect. We will consider this as a truth, for the theory is as old as psychology. We know that when an individual thinks of the letter "O" he will immediately compress the lips as if to speak aloud. When he thinks of some error committed, he invariably frowns and displays physical evidence of mental displeasure. When he thinks of something comical he unconsciously smiles, while if he thinks of an unusual word and the pronunciation of it, he causes the muscles of the mouth and lips to contract. When he thinks of a friend in sorrow, the expression is sad.

This can be made particularly applicable, while dealing with the prospect who will not talk yet betrays his feelings in his facial expression. For instance, you may be selling a gown to a lady who has asked to be shown the line, but does not know just what she wants. You bring one out which you think might please her and talk on it for a moment or two. She says nothing and you can detect no change in her expression, so you bring out another and a flicker of pleasure crosses her face. You then bring out a third, and her face resumes its placid expression. The fourth one you bring out causes an expression of pleasure. You will now remove the two gowns which did not interest her and feature the two remaining. She did not say she preferred these, but her expression betrayed

her choice. This is applicable to any customer who does not express a preference.

It is not unusual for a salesman to permit his eyes to wander over the room while giving his sales talk, finding it impossible to focus his gaze upon the prospect's face without embarrassment. There are salesmen who sit alongside of their customer and endeavor to sell goods in this manner. It cannot be done. It is always best to either sit or stand in front of the prospect, keeping him in the light where possible, especially his face.

Experience is an important factor which must be dealt with constantly by the salesman. Psychology tells us that the human mind is so constructed that an individual will believe any idea which enters the brain unless time is taken to reason out the falseness of it. A prospect will believe every statement offered, provided his experience is so limited that he has no basis for comparison and the salesman is clever enough to keep out conflicting ideas. The man whose experience is narrow, having no basis for comparison, cannot be successful in business and will always be an easy mark for the salesman.

You have had the experience of standing in line with a mob or sitting spellbound while listening to an orator. You believed in his theory for the time being. You cheered when the crowd cheered and shouted at every suggestion, but upon reflection realized the absurdity of your actions. In making this applicable to selling, the salesman may put himself in the orator's position and compel his listeners to believe in him, make them accept his

statements as the truth. To do this, he must determine the extent of the prospect's past experience and arrange his talk to meet the conditions. To the man who has had many experiences, his talk will vary materially from that given to the individual whose experiences have been limited. A salesman for a mining company approaches a farmer for the purpose of selling him stock. After talking a few minutes, he finds that the farmer invested $10,000 in a similar proposition several years ago and lost it all. He will not deal with this man as he would if he had not previously invested. Neither will he deal with him as he would with the individual who has never had a proposition of this kind put up to him. The salesman can generally determine what a man's experiences have been before going very far with his talk, provided he gives him an opportunity to talk. Many salesmen do not give their prospect a chance to give them this information.

Remember also that "Man is an imitator." He does certain things because others do them. He believes a statement because others appear to believe it. This is an important consideration in selling, for points that are repeated are certain to stand out most prominently in the talk. By anticipating probable objections before they arise and featuring them throughout the sales talk they will make the greatest impression. By getting at them from different angles, at various intervals, the prospect will in time become convinced. A real estate salesman selects for his prospect Lot Five in Block B. He explains to him that it is this par-

ticular lot that he wants him to buy; that it is the best in the tract. All through his sales talk, he features it. Time and again he repeats the words, "Lot Five, Block B." He speaks of it as "your lot" and before he has finished his talk the prospect actually believes it is his lot.

It is not always a simple matter to determine when to use argument and when to use suggestion. One salesman may be clever at arguing and another finds it impossible; one reads human nature readily and another cannot. This ought to be sufficient for most salesmen. The man who cannot argue should learn how. If he does not understand when it is best to argue and when to use suggestion, he cannot succeed in selling. He must deal differently with every prospect. No two sales are closed in the same way. One man becomes angry and immediately strikes a blow, while another sits down and writes out a challenge. It is impossible to sell to both in the same way. The sales talk must suit the temperament of each and differ accordingly. With one spontaneous action must be expected; with the other deliberative action.

Rules for Suggestion

1. Prospects will differ in the way suggestion appeals to them because of their past experiences. (This has been fully explained and should be clear.) Youth is always more susceptible to suggestion, as are also women. In dealing with a calculating, hard-headed businessman, who has had much experience, argument must be used.

2. Suggestion will vary in proportion to the personality, earnestness, and power of conviction and persuasion of the salesman. No two salesmen will give a sales talk in the same manner, and obtain similar results, although both may be selling the same article. One will be successful, the other will fail. True, their success depends largely on their knack of keeping counter ideas out of the mind. Conviction cannot be secured on any point if counter ideas are allowed to enter the mind. The man who fails to anticipate these possible objections and offset them, will find selling a difficult art. The clever salesman will learn the secret of keeping a prospect's mind in a proper and well-defined channel.

Ideas should be repeated occasionally, for if the strong points in the sales talk are covered from a different angle a number of times they will make a better impression. Many a point passes unnoticed the first time it is mentioned, but the second or third time it is impressed upon the prospect's mind and ultimately produces action.

4. The value of a suggestion depends altogether on the amount of detail and argument preceding it. You may enter a prospect's office and suggest that he buy a typewriter, but he would not buy for that reason. He needs conviction. You might indirectly state that Brown, a competitor, has purchased one, which would not cause him to buy, but rather give cause for reflection.

Ordinarily a sale cannot be closed on suggestion. It simply helps to force the prospect in the right

direction. A lady purchasing a silk gown when the social season is at its height is far more susceptible to suggestion than when the season is over. A man will buy an umbrella, or a rain coat, on a rainy day because he sees them on display. However, he will pass this same display many times while the sun is shining and not be conscious of its presence.

It is not only the amount of detail which determines the value of a suggestion, but also conditions; such as, environment, personal appearance of the salesman, etc. The salesman who dresses shabbily or carelessly will find that if he suggests the importance of a prospect investing in bonds, he will not secure favorable action. If he appears prosperous, the sale may be more readily made. Surroundings, etc., also determine whether or not suggestion may be used.

CHAPTER XXXIV

FOUR KINDS OF SUGGESTION

There are four distinct kinds of suggestion; namely, direct, indirect, positive, and negative. The first two include every conceivable form of suggestion and may be either positive or negative.

A man is always influenced to some extent by commands. Advertising men as well as salesmen have learned this secret. An advertising statement such as "Buy Pears Soap" has produced excellent results. At the close of the sales talk the clever salesman remarks, "Sign here," and it is difficult to refuse to obey that command. Car-cards ask the customer to "Drink Coca-Cola." Billboards all over the country command men to "Smoke Bull Durham." People act on these suggestions, for it is the short, curt words used in the form of a command which produce action. Direct, snappy sentences are far more effective than those which are long and indirect.

The average man believes positive statements, therefore it is best to use them. Let us assume that a salesman enters an office to make an appointment with a prospect for a later interview, for he realizes that it is impossible to talk business at this time. He now asks, "What time do you quit work?" following with the suggestion, "Six o'clock?" The

prospect answers, "Yes." The salesman now follows this lead with the statement that he will see him at seven. His statements are positive. He does not ask if he may see him at seven, but states that he will see him at seven. Now, if the prospect should remark that he will not be in at seven, the salesman immediately suggests another evening. It is true the prospect may inquire the nature of his business. Many salesmen will refuse to state it at this time, but let us assume that in this instance he does state the nature of his business, and the prospect, after hearing what the proposition is, says he is not interested. The salesman now remarks, "Now, Mr. Blank, I am here. I have come to explain this proposition to you. You are going to make an investment some day and you owe it to yourself to investigate every proposition that comes along. I can give you the general facts in ten minutes, and you will then have a basis for future comparison."

Note that every statement is positive. He says, "I have come to explain," not asking if he may explain. He states that the prospect "is going to make an investment," not that he "may" do so.

A direct command or statement, emphatically made, generally produces action. It is difficult for a man to refuse. When he is commanded to do a certain thing, he finds it is hard to say "no."

Of course, not all men can be influenced in this way, but the man who is susceptible to suggestion can always be swayed by positive statements. At least ninety per cent of the purchasing public can be persuaded in this manner.

Indirect Suggestion

A salesman to be most successful must know how to apply indirect suggestion properly. This means that the suggestion does not stand out prominently; it is not uttered as a direct command. The real motive is hidden somewhere in the statement, yet so arranged as to cause productive thinking. There are no statements which a salesman can use that will cause the prospect to do more careful thinking, to devote his undivided attention to what the salesman is giving, than indirect suggestion. Its use is especially important in making an approach or in introducing a subject.

The salesman making a house-to-house canvass indirectly intimates that Mrs. Brown is so well pleased with her vacuum cleaner that she hardly knows how she got along without it. She finds it a joy to have her work finished before nine o'clock in the morning. Now the housewife remarks:

"So Mrs. Brown has purchased one of these cleaners, has she?"

The salesman has indirectly shown her that Mrs. Brown has not only bought a cleaner, but that she is satisfied with it, and also that she gets her work done earlier than before purchasing.

In selling an adding machine to a local businessman, the salesman remarks that the First National Bank has just put in twelve of their machines.

"You ought to hear what Mr. Blank, the President of this bank, has to say about them. It does not take these men long to decide what they want."

It is important that the name of the President of the First National Bank be mentioned in the sales talk. By giving the name of a firm, or a man who ranks higher socially or financially than the prospect, an appeal is made to the instinct of imitation. The average man is not willing to let his neighbor or competitor get ahead of him.

Use of the Interrogative

Very frequently questions can be woven into the sales talk in such a way as to bring forth a positive answer from the prospect. These should be so worded, however, that whether the answer is yes or no, it does not bring about a controversy. A salesman selling scholarships in a business college might force his prospect by the use of the interrogative sentence, in the following manner:

"Are you earning all the money that you want to right now? If the opportunity came along offering you from $50 to $100 more, or if it were necessary for you to earn more money, would you be prepared to do so? You know there is only one way to increase your earning power and that is to have something to sell. Is not that right? You are now selling your brain power plus your muscle for $75 a month. I do not care how much you develop your muscle, you will not earn any more. I have shown you how thousands of men sell both their muscle and brain for less than $400 a year; and you do not want to be one of them, do you? Then develop your mental power."

Here is a method used by a coffee salesman. Notice how he uses the interrogative:

"It does you good to have a satisfied customer come in and tell you that he was well pleased with the goods he bought, doesn't it? Now, you want more business and the only way to get it is to satisfy your customers, and this can only be done by stocking the right kind of goods. That sounds logical, doesn't it? Now, I presume you feel as hundreds of other merchants do about this thing, that if you could only get a line which the people actually demand and which would more than please them, you would not hesitate to stock it. Is not that right?"

The wholesale man takes it for granted all along that the buyer is going to take the goods, and there is no hesitation in leading him to believe that he thinks he is going to get the order, so at the close of his talk he suggests: "I will just ship your goods along with Mr. Smith's over here. They will be here and all ready for display next Saturday morning."

Notice that he has made three points with one statement:

First: That Mr. Smith, a competitor, has made a purchase.

Second: That the goods can be on display at the same time with Smith's.

Third: That they will arrive on Saturday.

Now, of course, if the customer says "no" we might assume that he says no to the fact that it was suggested the goods be shipped with Smith's. Naturally the salesman would come back with the

remark that he can ship the goods so as reach him sooner, or if Saturday is too early he will make a separate shipment and send them later. He always has a come-back. It is far safer to try for an order on this basis than to ask for it outright, because it makes it more difficult for a prospect to refuse.

Suggestion in Meeting and Overcoming Objections

Many of the objections to a line of goods can be anticipated and indirectly overcome by producing arguments in favor of the points objected to, or suggesting methods for removing a particular objection. To illustrate:

The salesman is handling a line of investment and his prospect says he cannot afford it and emphasizes the fact that it will not benefit him. Now, the salesman has convincing proof that it is a good thing for every man, so when his customer tells him that he does not desire to purchase, that he has no need for it, he might call him a liar, but this would not help his cause. Instead, he produces facts and figures which he features throughout his talk, proving the necessity for making the investment. He knows the objection will arise and has built his talk to meet it.

A woman enters a grocery store, notices a basket of apples near the door, and asks the price. After learning it, she remarks that they look exceedingly scrubby and poor. Perhaps they do not look exceptionally tempting, and the clerk might acknowledge that they do not. However, instead of acknowledg-

ing this, he replies that besides being an eating apple they are fine for cooking, either for stewing or baking. The flavor is excellent, and they are very juicy. He now asks about how many she can use, and suggests that he will send her a trial order this afternoon.

Time and again irritable customers will enter the store and raise objections to the goods on display. The salesman knows the objections exist, and they are very difficult at times to overcome, yet it is always wise to take a positive stand; to look on the positive side and make them see the good qualities of the article. It hurts the salesman's cause to agree with the customer; it hurts his cause to disagree with her, hence the only thing left to do is indirectly to suggest the merits of the goods and lead her mind to where she can also see the good qualities.

In closing, suggestion may very properly be used. The salesman should take it for granted all along that his prospect is going to buy and then prevent him from uttering the word "no." The man who knows the secret of using suggestion in closing will find his task much easier and more natural.

Under ordinary circumstances the keynote of the closing talk will be profit, indirectly or directly suggesting profit that will accrue from the investment. It is not unwise or unusual to suggest the pleasure that a prospect will get out of the use of the article. At all times should the fact that there is a price in connection with the purchase be kept out of his mind. When a man can be made to forget that he is paying

for something, or that he is a buyer, it increases manyfold the possibilities of getting an order.

There are many secrets applicable to every line which the salesman must work out for himself. Of course, if a man absolutely refuses to buy, after having tried every method of inducing him to order, it is best to leave him to think it over. Before going, however, it is advisable to plant one or two good points on his subjective mind, that they may grow and develop until the return call.

A salesman may by his actions create either a positive or negative suggestion. A lady walks through the crockery department of a department store. She asks the price of a set of dishes. The clerk remarks, "Twenty-three dollars," and turns away; the customer walks on.

A man enters the store at Christmas time, sees a beautiful scarf hanging on one of the counters, and asks the saleslady the price. She says, "Three dollars," gets no immediate response, and turns to wait on another customer. That is destructive salesmanship and drives customers away. If these clerks had followed their answer up with a good strong selling point or two, they might have made a sale.

The majority of people who enter the stores do so to look around. They are undecided as to what they want to purchase. To keep them in the store requires tactful and careful handling.

A young man entered a store to purchase a suit of clothes. He told the clerk he came in to look at some of the spring styles and that he intended to

buy later on. He was hedging, as hundreds of shoppers do when they enter a retail store. He did not want to make it impossible to get away. The clerk suggested, after showing him one or two suits, "look around and when you get ready to buy, come again, and I will be glad to show you what we have, as we have some new styles coming." Salesmen of this type should pay the proprietor a bonus for keeping them on his pay-roll.

In retail selling it is imperative that negative suggestions be avoided. A man purchases a shirt and as the clerk is wrapping it up he asks, "Is that all?" That is all he has in mind, and so naturally he remarks, "Yes, it is."

I enter a drug store to purchase a ten-cent cake of soap. The salesman suggests that they are selling three for a quarter and if I buy three I will save a nickel; I take three.

I am making a purchase of tooth powder; while the clerk is wrapping it, he suggests that they have a special toothbrush on sale that day, selling for twenty-nine cents, a regular fifty-cent value.

I enter to make a purchase of shaving soap. While the clerk is wrapping it, he suggests that they have bay rum on special sale at nineteen cents.

It is not unusual to have a clerk suggest something entirely different from the purchase. For instance, if I purchase shaving soap, he might suggest a toilet set. As a general rule, however, when suggestions of this kind are made, it is because the articles are on special sale, or during the holiday season.

Now, I enter a fruit store and see there a basket

of apricots, the first on the market. The salesman breaks one open and shows me the meaty part. It looks delicious and it is difficult to refrain from purchasing.

A lady enters a grocery store to make a small purchase. While wrapping up the article the clerk calls attention to some vegetables which they have just received. If the customer can make use of any at all, she will probably order. Perhaps she is in need of some, but had decided to wait until the following day and buy from the market wagon. Positive suggestions are not always rewarded with an immediate sale.

Again, a lady enters a store for the purpose of looking around. She does not know just what she wants. In cases of this kind the salesman must be able to offer suggestions.

At Christmas time there will be thousands of people in the store who do not know just what to get for a Christmas present. Under conditions of this kind it is imperative that the salesman determine their desires and then offer proper suggestions. The salesman who does not know how to make sensible suggestions has no place in retail selling. True, suggestions may be carried to the extreme, so it is essential that care be exercised by the salesman in not becoming offensive.

A List of Positive and Negative Suggestions Used in Retail Selling

Pos. "We have some excellent toothbrushes on sale at 29 cents, regular 50-cent value."

Neg. "You wouldn't want to buy a toothbrush, would you?"

Pos. "These are California oranges, sweet and juicy. They are unquestionably the best obtainable."

Neg. "These oranges look pretty good, don't they? You don't want to try a dozen, do you?"

Pos. "This fountain pen is unquestionably one of the best on the market. For easy writing and efficiency it has no equal."

Neg. "This is supposed to be the best fountain pen on the market, and, if I am not mistaken, one of the best and easiest writers."

Pos. "This coffee is genuine Mocha flavor. The blend is perfect and the price is very reasonable."

Neg. "You don't want to try a pound of this coffee, do you? It is cheap and the best for the money."

Pos. "This is one of the best silver polishes manufactured. If you use it I know you will be more than satisfied."

Neg. "They say this is one of the best silver polishes on the market. If you will try a can, I think you will be satisfied."

Pos. "Yes, those potatoes are the best to be had at this season of the year. They cook up fine and mealy. How many shall I send you?"

Neg. "No, you're right, they don't look good, but all potatoes are scrubby at this time of the

year. You wouldn't want to try any, would you?"

Pos. "Which paper, mister?"

Neg. "You don't want a paper, do you?"

Pos. "This car has always given excellent satisfaction."

Neg. "We have never had any trouble with this car."

Pos. "I am a reliable bookkeeper, willing to work, honest and trustworthy."

Neg. "You don't want to hire a good bookkeeper, do you?"

Pos. "This line is new on the market, displayed for the first time today. It has excellent quality, and is selling at the low price of seventy-five cents per yard."

Neg. "These goods sell at seventy-five cents per yard. You don't want to buy some, do you?"

A salesman has just sold a suit to a young man. He remarks:

Pos. "Now, you want a good hat to go with the suit. We have just received our spring styles. Latest shapes and right up to the minute. Take a look at them."

Neg. "I don't suppose you want to buy a hat, do you?"

A farmer passes his neighbor on the road:

Pos. He suggests that he has a horse for sale, and is willing to let it go far below the

market value as he happens to need the money badly.

Neg. Farmer makes the statement, "I couldn't sell you a horse today, could I? "

Too many salesmen, as well as men seeking positions, follow the example of the boy who, in answer to an advertisement for an office boy, entered the store of an irritable man and made the following statement:

"I don't suppose you don't know about no man that don't want to hire a kid nor no feller to do no work or nothing for him, or don't you?"

"Yes," was the answer, "I don't."

CHAPTER XXXV

ANALYZING THE CUSTOMER

Man's mental, moral, and physical abilities are the result of heredity and environment, although largely determined by environment and experience. No trait is accidental. For each trait there must be a starting-point. Every man is very much like his ancestors, but owing to his better environment there may be an evolution for his physical and psychical traits.

It is easy for a man to be honest and straightforward when surrounded by honest, thrifty people; it is easy for a man to abstain from drinking and smoking when he is constantly associating with men who do neither. On the other hand, it is difficult for a man to be honest and active when he associates with loafers and thieves. In fact, the characteristics of a man are determined largely by his environment. Environment has been known to make a complete change in an individual.

A man's characteristics are frequently determined by his feelings. Because of these, he may be either aggressive and energetic, or may possess a love for quiet and routine, which will cause him to remain amid old scenes and surroundings. In dealing with these two types of individuals, they must necessarily be treated differently.

Men are alike in so far as physical make-up is concerned, having the same number of bones, the same kind and number of tissues, etc., yet they differ in features and it is through these features that we are able to determine whether or not they are aggressive, imaginative, or irresolute. Therefore, the salesman must be familiar with features and what they portray. One man is light and another dark; one is active, another slow. In selling, each must be influenced in a different manner.

Ordinarily, humanity differs in five physical variables; namely: color, size, form, texture, and expression. We might ask why men vary in color and what the causes of environmental and hereditary variation are? Are the causes the same for both mental and physical characteristics? How should I, as a salesman, deal with each of these characteristics, in making a sale?

We are not ready to answer all these questions. Why a man is a blond or brunette concerns us but little and it would require a great many pages to answer. Environmental and hereditary causes of variation is a question much discussed and written upon by scientists, and many volumes have been written in answer to this one question alone.

It is generally agreed that all men were originally blond. These early blond races had certain peculiar characteristics. They were tall, vigorous, and brainy, but generally uncultured; they were aggressive, always seeking new fields to conquer; they were builders, organizers, and rulers. Ruins of their structures are scattered throughout Europe

today. Although their wanderings led them over practically every foreign land, they did not always remain in possession.

The whole secret is that blondness was evolved in an environment which permitted only the most aggressive to survive. The blond races could not exist in central Africa or South America. In other countries where there is an abundance of light the blond suffer from too much stimulation of the brain nerves, hence after a generation or two we find them physically and mentally weakened.

The keynote of the blond is his positiveness. He is tall, robust, and generally buoyant, healthy, and vigorous. His physical processes are rapid and active. He eats rapidly and his digestion and circulation move quickly.

As a general rule, he becomes ill suddenly, but will recover rapidly. He is resourceful, original, creative, and inventive. He is happiest when busy. He wants to rule and domineer. He craves excitement and crowds. He makes an excellent salesman and a good advertiser, also a promoter. Some of the world's best organizers have been men of the blond type.

With the extreme brunette, there is less physical and mental positiveness, due probably to environment. The respiration and circulation are usually slower. They require less food and oxygen to maintain the physique, which is not so large or active as that of the blond. Generally speaking, the race is not so bold, reckless, or indifferent to consequences, for they are more conservative and constant, pre-

ferring the quiet of home life. The quiet, pleasing color in art and tone in music lures them rather than the loud and flashy.

They have a developed tendency toward introspection, philosophy, and religion. The four great religions of the age were developed by the brunettes. They are unsuccessful rulers, and, ordinarily, government under the control of a brunette is unstable. Mexico, the Balkans, India, Central America, and South America are good illustrations of this.

Generally the blond commits a crime on impulse; with the brunette it is premediated. The blond eliminates anger and melancholy, while the brunettes harbor them.

From the result of these observations, we may conclude that the blond is positive, dynamic, driving, and energetic as well as hopeful and speculative, while the brunette is negative, being conservative, imitative, submissive, plodding, and serious, and generally holding a subordinate position. The more extreme the blond, the more marked his characteristics will be.

Form

We will now make a study of the facial characteristics; such as, the mouth, chin, nose, shape of the face, etc., and make these applicable to some specific trait of character.

Face

There are three distinct types of face; namely, convex, concave, and plane, as shown in the illustration.

The convex face denotes both mental and physical energy. The individual is generally keen, alert, quick, eager, aggressive, and impatient. He demands facts and acts quickly. He will not wait for reasons or theories. He thinks and speaks rapidly, is impulsive, lacks self-control, and is disinclined to reason.

In selling a man of this type the proposition must be presented quickly without spending much time on details. He must be given a bird's-eye view of

CONVEX CONCAVE PLANE

the whole thing. Just as soon as the proposition is mentioned he will have a vision or image of it, and this is not always favorable, hence it is often difficult to change his view.

The concave face denotes mildness and deliberation. It marks the patient, plodding person, the meditative mind, the day-dreamer. He thinks well and will reason a thing out for himself more readily than it can be explained to him. He thinks carefully and always seeks the reasons why. His self-

control is admirable. Where the convex wins by energy, this type wins by diplomacy. However, he lacks aggressiveness, and is not generally prominent.

The plane face is a balance between the two extremes, being neither impulsive nor procrastinative. He expresses himself well and is inclined to be patient. A man may be a mixture of the two types, partaking of both in proportion.

Pure thoughts illuminate the face. If thoughts are favorable to a proposition, the expression will indicate it; contradictory ideas and unpleasant thoughts cause a frown; gross thoughts cause the face to become thick and coarse. The honest face is clear, longer than it is wide, calm and firm, and fullest in the upper region. The face which indicates selfishness is broad, with a low forehead. This also indicates greediness. The pear-shaped face indicates intellectual qualities, and men of this type are natural leaders. In the round face, the vital or nutritive qualities predominate. This type will worry more over the loss of a good dinner than over the loss of a sale. They are generally lively and amiable, but unstable. They lack perseverance.

Nose

The aggressiveness of a man and the amount of positive and active energy can generally be determined by the shape of the nose. Primitive man had a short, wide, low-bridged nose with large, round nostrils.

Air conditions sometimes determine the shape of the nose. In the cold regions, the air contains more oxygen to the square inch than in the warmer sections. The reason for this is that the warm air expands. Naturally, in the warm climate, short, wide air passages are necessary. In the colder climate, the air passages are longer, as it is necessary to warm the air before it reaches the lungs.

While the negro cannot stand the northern climate, it is difficult for a man of the northern lands

to live in a temperate climate. In India, the caste of an individual is in direct proportion to his nasal capacity. In America, eighty-five per cent of the people have high noses, which indicates aggressiveness and activity.

A flat nose indicates comparative activity and deficient energy. A wide nose indicates acquisitiveness and a craving for wealth; in a case of this kind, talk profit. A man with a narrow nose has none of the money-grasping instincts, and with him pleasure, comfort, and satisfaction must be featured.

The firmness of an individual is determined

largely by the length and prominence of the nose. A straight nose indicates refinement, good reasoning powers, and shrewdness. In selling to a man with a straight nose, beware of being too aggressive.

The Roman nose indicates positive energy and aggressive characteristics. The nose which is full from the root up denotes practical talent and ability. The man with a large nose must be "shown" or led, while if he has a small, flat nose he must be driven.

Mouth and Chin

There are two distinct types of chin among the white races: the narrow receding and wide receding. A wide chin, prominent at the lower point, denotes courage, determination and endurance; a short, narrow chin indicates that the individual lacks these qualities.

A narrow jaw with crowded teeth makes the mouth prominent. The man with a prominent mouth will have a poor digestive system, and hence will be irritable. He sometimes will have poor articulation. The man with a broad, wide chin requires more mastication, hence his digestive system has more power, and he has a far more cheerful disposition. A weak chin generally indicates a lack of energy; a fine, square chin indicates firmness and endurance; a double chin denotes vitality and affection.

The mouth with the corners turned up indicates mirthfulness; thick lips indicate indolence and love of pleasure; thin lips, close-dealing. Well-formed lips, courage and endurance; large, open lips, stu-

pidity; large, firm lips, strong mentality. The corners turned down indicate despondency. A long upper lip indicates self-esteem; large lower lip, tenacity. A small, firm jaw indicates weak mentality, fine character and feelings.

Eyes

If the eyes are light, they denote energy and ability; wide and large, frankness and honesty; half-shut, mental alertness; very small, cunning and secretiveness.

Hands

If the hands are lean, knotty, and long-fingered, the individual is usually wiry and active; short, plump fingers indicate plodding and home-loving.

Head

Always judge a man from the shape of his head, not its size. The following illustration will indicate where some of the mental faculties of a prospect may be found.

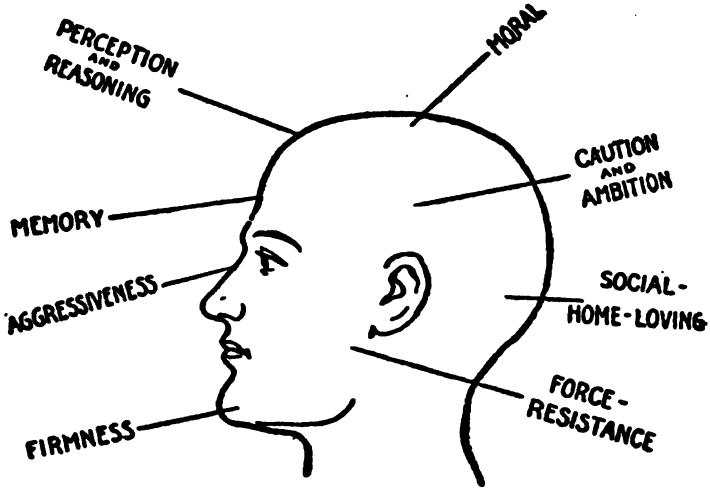
The brain generally fills the entire cavity in the skull from the eyes to the back of the neck. As the brain expands and grows, the skull grows in proportion.

The intellectual faculties are found in the front of the head, as will be noted in the diagram. A highly intellectual man will have a full, wide forehead.

The faculties which give force and vigor, better known as "animal faculties," are located in the center between the ears.

The social faculties are found in the back of the head in the lower portion.

Around the ears are located the faculties which



indicate force, resistance, and appetite, more commonly known as "animal propensities."

Just above these are located secretiveness, caution, ambition, and morals.

Just behind these are the social and domestic faculties.

In the front part of the head, just over the eyes, is memory; above memory, reason; above reason, intuition; above intuition, are qualities of benevolence and hope.

At the top of the head are found justice and firmness.

Prominence of any particular portion of the head indicates that the region is fully developed, yet fullness of any part may indicate development of that section without its being in control.

Forehead

The man with a flat forehead, broad and wide above and around the ears, is a most difficult type to influence in selling. This indicates force and resistance as well as development of the animal faculties.

The man with the broad, high forehead, broad face, and wide chin will reason and reflect, as well as argue.

The man with a pointed chin and high forehead will act largely on suggestion.

It is always easier to sell to a man if the front of the head is fully developed than if the section over the ears is full.

CHAPTER XXXVI

HUMAN CHARACTERISTICS

Every man has physical characteristics which distinguish him from all other men. *These characteristics are largely dependent upon his mental ideas.* Ordinarily, a man differs from other men in some distinct feature, yet he will have many characteristics which are much the same as those of certain other individuals.

By summing up the physical characteristics and classifying men into groups, each group containing a number of similar traits, we are able to establish four distinct classes; namely:

1. Sanguine
2. Lymphatic
3. Nervous
4. Choleric

The man with a tapering face, broad, high forehead, small features, and long neck belongs to a particular class or temperament, and generally follows some certain prescribed profession. His works are largely the result of imagination, for he seldom deals with material or physical objects. It is because of these characteristics we can put him into a definite

class. Poets, artists, musicians, and sculptors generally belong to this class.

On the other hand, a man with a square face, broad features, and short neck follows an entirely different line of occupation. He deals with objects of a more tangible and material nature, hence is seldom appealed to through the imagination.

If two or more of these different types of men can be found in the same profession, the results of their work will be vitally different. The works of Burns, Byron, and Scott serve as good illustrations of this. Each was of an entirely different temperament, which characterized his writings, and in the study of these the difference is noticeable.

In dealing with mental traits, we are guided by past experience. The man who has never dealt with human nature and has not made a study of mental traits will find selling a difficult art. As for reading human nature, he will find it practically impossible.

After dealing with one man of any particular profession, characterized by certain mental traits, he will find it easier to deal with other men in a similar profession, with similar traits, for if he conquers once, he can easily succeed the second time. If he deals with an irritable prospect and wins out, he can generally conquer the majority of irritable prospects in the same way. Once he sells to the stoical man, he will find that all men of this type can be dealt with in much the same way.

The method used in dealing with prospects of one group may be found inadequate in dealing with those

of another temperament, but men of the same temperament may be classified and dealt with in very much the same way as we would deal with twins. The mere fact that the twins resemble each other generally indicates that they have similar mental traits, while if they vary in physical features they will have dissimilar traits. If these traits are dissimilar, different tactics must be used in influencing each of them.

The successful salesman has carefully classified his prospects and arranged his sales talk so it can be changed in an instant to suit the temperament of any man. He knows his prospect just as the farmer knows the nature of the soil, the climate, and general market conditions.

The following are a few of the characteristics of each of the four temperaments, and rules for the handling of each:

Sanguine Temperament

Light or red hair, seldom curly	Active circulation
	Large nose
Fair skin	Broad chin
Light or blue eyes	

1. The sanguine individual is easily moved emotionally and will blush on the slightest provocation. This is due to his rapid circulation and is indicated by his ruddy complexion. On the other hand, his emotions cease as suddenly as they are aroused. He becomes angry, but overcomes it quickly, and

very seldom holds a grudge. He is generally cheerful.

In selling to a man of this type an appeal can very successfully be made to the emotions. Because of his active circulation he may be very readily enthused, providing the salesman is enthusiastic and has the power of conveying his thought forces satisfactorily to him. Because of his active circulation, his emotions will cease suddenly, and it is essential that the sale be closed quickly.

2. Action always precedes thought, so it is wise to use suggestion, making sure that the thoughts follow in close sequence, one after another. This prevents counter ideas from entering his mind, and unless he has had unusually unfavorable past experiences he may be easily led in this manner. In bringing him to a close it is often possible to rush the sale, especially if he has been made enthusiastic, for he will act quickly and regret later. The salesman who fails to hasten him to the close may find that his regrets rise before the order is secured.

3. This type of man is generally endowed with a wonderful imagination. He indulges in great expectations, and hence the sales talk must make an appeal to him through his imagination. Mental pictures must be created, and these are far more effective than either description or argument. It would be very unwise to argue under any circumstances, for, as noted above, he is excitable. The clever salesman will relate stories of the fabulous profits which have been made by others. He will

feature the pleasure, satisfaction, or comfort which is to be derived by purchasing the article.

4. He has liberal views, but generally they are not deep. He will talk on many subjects, but his opinions are rarely the result of concentration, nor are they original, hence it is possible to persuade him to change. On the other hand, if he has a hobby, or definite ideas concerning a point at issue, it is dangerous to argue with him on that point, for his antagonism is sure to be aroused.

5. He is easily provoked. Therefore, care must be exercised in approaching him. True, he is easily reconciled, yet it is better to start the talk under favorable mental conditions. The salesman who calls at nine o'clock and finds him literally buried in a stack of letters, or with two or three clerks waiting to consult with him, had better leave and call later, for persistency in securing an interview under these circumstances has a tendency to irritate him and hence make more difficult the chances for securing one later on. By returning in an hour or so when the pressure of work has been relieved he will generally be given sufficient time to tell his story.

6. He loves pleasure and out-of-doors and cares but little for wealth. Therefore, the sales talk should feature pleasure and comfort, leaving profit in the background to some extent. It is not unusual for a salesman to open his talk with an incident of duck shooting, horse racing, or a ball game. His life is not so full of business but what he finds satisfaction in talking on some of these diversions.

7. He is fond of company and good living. He enjoys good dinners, as well as jolly companions. Many salesmen take advantage of this trait, and if they have difficulty in getting an interview they will have an automobile waiting outside and catch him on his way to lunch.

The sanguine individual makes an excellent manager, and placed in a responsible position will get results. He understands how to deal with men—how to lead and direct others. He makes an excellent hotel man or retail merchant.

Lymphatic

Broad shoulders	High cheekbones
Large bones	Large front teeth
Hard, strong muscles	Moderate chest
Tall figure	Thick-set in build
Square face	Long, tapering limbs
Short neck	Fair hair—brown
Small hands	or light
	Light eyes

1. A man of this type is slow and plodding. He thinks slowly and seldom acts on impulse. In selling to him, it is best not to talk rapidly, for his mind does not act quickly. The strong points must be repeated occasionally, changing the phraseology so that he will not recognize them. This is done to give each point emphasis. It is not unusual to have him ask a question regarding some definite point just emphasized. He is generally cold and thick-

headed, and will not grasp a situation readily. In talking price, it is policy to put it in black and white to add emphasis.

The sale cannot be hastened. It is difficult to get him to decide to order immediately. The mere fact that he acts deliberately necessitates cool, clear thinking on the part of the salesman. He may even resent the enthusiasm of the salesman. Suggestion will not appeal to him, for he demands cold-blooded facts.

2. Ordinarily, he is not easily irritated, so the salesman is justified in being persistent. If he says "no," this answer should never be accepted. The salesman is justified in using unique and unusual methods in securing an interview. He will sometimes handle two or three things at the same time; such as, considering a weighty problem concerning his business and allowing the salesman to give his talk. He does not mind business cares and duties, and if the salesman makes his call in the early morning and finds the pressure of business heavy, there is no need of leaving, for he is justified in waiting or, better still, "jumping right in." In failing to secure an interview the first time, he should never neglect to call again. It does no harm to call five or six times, for this type of buyer will never hold it against him.

3. He seeks ease and comfort for himself and does not generally hold a position which requires him to be on his feet, generally preferring an office position.

The sales talk should make a special appeal to

pleasure and comfort, but this should be directed to the present rather than the future, as his imagination is so limited that he cannot see the necessity of providing pleasure for the future. It is practically impossible to talk investment to him, while the automobile or piano salesman will have but little trouble in making an impression.

4. He is generally well informed and well read, yet he usually takes statements at their face value. He views humanity as a general class, although he is usually a good judge of human nature and seldom errs in choosing a trustworthy man.

5. He will be slow in closing. His circulation is sluggish—the physical organs moving slowly, hence he cannot be rushed in closing. He may ask for time to consider, and it is best to allow it. Force cannot be used in bringing about a decision. To persist on this point may bring about a refusal to order.

Men of this class generally make good managers and they are excellent buyers, for they are shrewd and painstaking. They have judicial minds and are often found in the political field. They are congenial and amicable, and rank well socially and in business.

Nervous

Clear complexion	Large forehead
Narrow nose	Long neck
Narrow chin	Slight build
Large, pear-shaped head	Intellectual type

1. The nervous type are impulsive, acting quickly and regretting later. They jump at conclusions, and are easily led by suggestion.

2. They are unstable, and care must be exercised in making an approach. If a man of this type is sitting at his desk pondering over some weighty problem or rushed with his morning's work he should never be approached with a new proposition. Persistency in securing an interview under these circumstances only makes him irritable.

3. He is highly imaginative, therefore an appeal can be made to his imagination. It is advisable to show him what others have done by painting mental pictures of their success. A better impression can be made by using highly colored adjectives when giving description.

4. He is irresolute and undecided. He will change his mind quickly, therefore the sale must be closed immediately.

He is easily influenced one way or another after making a decision, and will frequently order a bill of goods only to cancel it an hour later and order from a competitor. He is influenced by his friends either for or against a proposition. The salesman who can carry letters of recommendation or a few written words of commendation from responsible men will find that they carry considerable weight.

A man of this type should never be permitted to say "no." If once he refuses to order, he sticks to it. True, he may be only stubborn, and the salesman who calls again later on may induce him to change his mind. As a general rule, however, he

must be forced to sign the order-blank. Many times he will be all ready to sign, having agreed to take the order, and will then change his mind.

5. He thinks well, but by applying suggestion can be prevented from reasoning. It is necessary that the salesman constantly lead the line of thought and hasten the close, once the proper time for closing has been determined.

6. As he finds pleasure in that which pleases the senses an appeal should be directed if possible to the personal senses.

7. He is well read and loves to argue, but will never start the argument. The clever salesman will prevent arguments from arising by choosing his statements so carefully as to avoid antagonisms.

This character of individual is generally a book-keeper or clerk, although sometimes a higher official. He makes an excellent lawyer or scientist. Artists, poets, and musicians almost invariably belong to this temperament.

Choleric

Dark eyes	Rough, thick skin
Dark complexion	Long, high cheekbones
Outspread nose	Stout, moderately long neck
Generally tall	
Thick-set in build	

1. He is not impulsive, being a good thinker. Argument, sound logical reasoning, and the power of persuasion will move him.

2. He is passionate, revengeful, and unscrupulous,

and will never fail to drive a bargain. He makes an excellent buyer for this reason, but salesmen have difficulty in dealing with him. It is not unusual for him to permit the salesman to build up a large order and then drive him to a bargain on the last item, or suggest the cancellation of the entire order.

3. He is cool and wary, and it is very seldom that he can be rushed to a close. Not even the enthusiasm of the salesman will affect him in any particular. What he desires and demands is plain business facts. In fact, it is dangerous for a salesman to become overenthusiastic.

4. He seeks wealth and power, hence profit must be featured in every instance. He must be convinced that the proposition is a money-maker.

5. He is firm, decided, and well read. When he says "no," he generally means it. If the salesman argues with him, caution must be exercised, for if he defeats him there is resentment; if he wins he has gained nothing; and in either case he gets no order.

Firmness of approach is essential. This does not necessarily mean that the salesman must be forceful, but, rather, determined and businesslike. The man with a businesslike air, well read and a thorough understanding of his subject, can generally influence this type.

6. He is a leader, for he loves power. Flattery may be used in closing, but it must be used judiciously. Where a man is doing something unusual he should be commended for it. Unique methods of displaying and advertising, or good judgment exer-

cised in buying, may very properly be commented upon.

7. He is constant. He will stand by the man who proves his worth. It is difficult to persuade him to leave a competitor who has treated him well. There must be some inducement. He must be shown how he can make more money; receive better service or quality, and even then he will make the change reluctantly.

This type of individual would succeed in selling a mechanical line. He should be in the hardware business or something of a similar nature. If on the road, he should be carrying a mechanical line such as machinery, office appliances, etc. He is an influential salesman when dealing either with large firms or with farmers, as he can adapt himself to both types. Hubbard, Roosevelt, Washington, Gladstone, and Cromwell are good examples of this type.

Men of the sanguine, lymphatic, and choleric tempermanents are physically powerful and fitted for mechanical pursuits. They are what might be termed the matter-of-fact temperament, while the nervous man is inclined to be more intellectual. However, on account of the labor-saving devices of today there are not so many hardships, and the three powerful types are giving way to the weaker. The individual with the square face is displaced by the man with the tapering face and small features.

If a man is a mixture of temperaments, part of each of the prevailing temperaments will generally be manifested. To illustrate—if black eyes replace blue, they bring caution, persistence, and ambition;

if blue replace black, they bring impulsiveness and love of change from the sanguine.

It requires observation and memory to become an adept in the art of distinguishing these characteristics and making the application. *If the four were all pure types, it would be a very simple matter to build a sales talk suitable for each buyer.* The difficulty lies in meeting a mixture of the various types and making a sales talk to suit each. To illustrate: the nervous, sanguine temperament—

Face tapers	Light eyes
Very high forehead	Narrow nose
Narrow chin	Light hair
Long slim neck	

Now, from the above, we might sum up the characteristics, as follows:

Nervous	*Sanguine*
Irresolute	Impulsive
Imaginative	Matter-of-fact
Regretful	Satisfied

By making a careful study of these mixtures of temperaments we find that it is a very simple matter to determine the temperament of every man we meet and to determine to which of the four classes he belongs.

The nervous man is generally a dainty eater. If he misses a meal, he becomes irritable, for he must

eat three meals a day at regular hours. There are only certain things he can eat, and he requires a definite amount of exercise.

On the other hand, a man of the lymphatic temperament will eat anything. He eats a hearty dinner, then smokes five or six cigars, accompanied by a few drinks, and thus spends the balance of the evening. His digestive organs are powerful and he sleeps well.

It is these minor things which determine, to a large extent, the irritability or amicability of a man.

Again, there are certain qualities that will help to determine a man's particular traits, which are known as "fine" and "coarse" qualities. By making a study of a man's features we can determine his manner of living; as—

Coarse

Features—hard and severe	Will not yield easily
Movements—heavy	Skin rough
Wants to be well fed	Hair coarse
Speaks plainly and directly	Voice harsh
Is unresponsive	Hard-headed

Hard to impress

With this type, it is necessary to repeat ideas several times to make him see them. He does not adapt himself to circumstances or environment. He is hard and relentless, and endowed with driving energy.

Fine

Fine skin	Musical voice
Sharp, clear features	Small hands
Soft hair	Easy movements
Dreamy temperament	Ready sympathy
Sensitive and responsive nature	Keen enjoyment or suffering

This type of individual loves beauty, and in the selection of his life work will select an artistic line. If on the road, they are generally carrying a line of silk, art goods, confectionery, etc., whereas the coarser types will be carrying heavier lines of goods.

In making an approach to the man of the fine temperament, an appeal must be made to his artistic nature. He is more easily influenced than the coarser type. He is far more vacillating and susceptible to persuasion. His expression will generally portray his thoughts. Every emotion leaves its mark. These can be determined in his mood, his gestures, walk, or talk. The emotions of the inner life cannot be hidden.

By making a chemical analysis of camphor we find it is nothing but hydrocarbon. Olive oil also contains hydrogen and carbon. The only difference between them is in the amount of oxygen they contain, but the result is entirely different. So it is with mankind. The component parts of man are identically the same, only the mixture is not in the same proportion; hence the temperaments of men differ.

CHAPTER XXXVII

MEETING AND ANSWERING OBJECTIONS

The majority of selling campaigns can very satisfactorily be built around the objections which are sure to be raised against the best of goods. Salesmen should never be started on the road without first having satisfactorily answered every conceivable objection from every point of view. Without this preliminary preparation it is a simple matter for buyers to batter down their advance guard.

Objections are sure to be directed against practically every proposition submitted to the public. In the beginning of the sales talk these will be general in nature, but near the close, when the prospect becomes more thoroughly acquainted with the proposition, they become more pointed.

The salesman who has had experience generally realizes that after having given the prospect a mental conception of his proposition he must get ready for objections. Many other salesmen who have not taken the time for this preliminary preparation are completely swept off their feet when an objection is raised. They cannot get back into their sales talk. A properly worked-out sales talk will preconceive all possible objections and either hedge against them, prevent them from arising, or overcome them before they arise.

It took a certain book company six months to write

one single advertisement for a book they were placing on the market. It took six months because it was based on objections. Various types of copy were used in different mediums and as the replies came in they were carefully studied. A note was made of the various questions asked and these were incorporated in the next ad. When the advertisement was complete, its first insertion brought $54,000 worth of orders. That is how important it is to weave the arguments, supporting a proposition, around the objections that will arise.

There are salesmen today who maintain that they do not know what they are going to say to a prospect until they meet him, nor do they know how they are going to answer an objection until it arises. That is why they fail. The actor who comes out upon the stage knows exactly what he is going to say and what the effect of his words will be, and if it was not for this preliminary preparation his part would fall flat. So it is in selling.

It has already been suggested that it is unwise to let a prospect lead the interview, and especially is this true in dealing with a skeptical prospect, where objections are constantly arising, for there is danger of leading the conversation into an argument. There are prospects who will keep the salesman constantly on the defensive. Just as rapidly as one objection is overcome, another is raised, and the result is that the salesman is soon in a perspiration and there is at no time sufficient mutual confidence to actually win an order.

In answering objections it is essential to direct

the attack from the positive point of view and never from the negative. It is also much easier to meet and combat objections, if the salesman places himself in the customer's position, and can answer them from his point of view.

When a man states that the price of an article is too high, or he is not quite ready to order, we must know what his mental attitude is, what his feelings are, before the objections can properly be answered. Many objections can be prevented from arising by constantly arousing a new line of thought. Many a man has been prevented from thinking of objections, or uttering them, until after he has actually signed the order. That is brought about by the salesman holding him to a definite and positive line of thought.

Just to illustrate how this is possible, let us take a small booklet put out by the Chamber of Commerce of practically any large city in this country. It tells of the good things about the city, and not one of the negative features of the community is given. There are beautiful artistic photographs, and the pages are filled with talks on wealth, opportunity, roses, and sunshine. They say nothing, however, about the disagreeable weather, high tax rate, etc. That is the proper idea. It is always best to stick to the good points and drive them home. Make a prospect forget that there are negative features in connection with the purchase.

Of course, there are always objections that will be directed against an article by the experienced buyer which cannot be overcome. A salesman carrying an

article selling for $150 for which a buyer has always been in the habit of paying but $25.00 will find the objection of high price certain to arise. The quality of his article is better in proportion, yet it takes convincing proof to make a prospect believe it. The objection cannot be avoided, therefore he builds his sales talk around it. And so it is with every article. There are certain points around which the sales talk must be built; on the other hand, there are certain points which it is better to avoid, to leave unbacked or unproved, rather than raise an argument, especially if they are minor or immaterial.

Excuses which a prospect puts up should not be taken too seriously. It is always easier for a man to say "no" than "yes," because the "yes" requires action. With many buyers it is largely a matter of habit to refuse all salesmen an interview. This is due to the fact that there are many clever salesmen on the road who succeed at times in talking even the shrewdest buyer into purchasing something for which he has no need, and for this reason many are naturally prejudiced against all salesmen, hence frequently offer a fake excuse.

Another point to be considered by the salesman is that his proposition must back up his sales talk. If in trying to sell an eight-cylinder Cadillac automobile costing $2,200 to a man who has an income of $60 a month and a family of five, and the objection arose that he did not have the money, there would be no defense. The salesman must make sure that the objections come in sincerity before endeavoring to batter them down. In the above illustration, the

salesman might spend hours in trying to convince his prospect that he should buy a Cadillac automobile and he might actually convince him that he needs it, but it is not only doubtful if he could close the sale, but also questionable whether it would be advantageous to either party if the sale was made.

By making a careful study of the objections which will arise, a selling campaign can be made preventative rather than defensive. It is preferable to prevent an objection from arising rather than disposing of it after it has arisen, for in the latter case there are many salesmen who will fall down. It is certain that if one single objection is left unanswered and the prospect realizes that it has been avoided, it will be practically impossible to close.

It is not advisable to answer objections before they arise. Telling a man that "we have never had much trouble with the gravity feed for the gasoline while an automobile was pulling uphill" may cause a negative line of thinking in his mind. He probably never thought of this particular objection before and would now desire further explanation. In selling a fountain pen, the salesman mentions that it will not leak or that there have been but very few returned on account of leaking. The customer has never possessed a fountain pen and therefore this objection when answered will raise a line of thought in his mind, perhaps unfavorable.

Whether or not an objection is answered before it is raised depends to a large extent on the past experiences of the buyer. In selling to the man who has previously owned an automobile, or who is a

constant user of a fountain pen, objections such as those mentioned should be answered before they arise. On the other hand, if the customer is inexperienced it would be very unwise to answer an objection too soon. Thus, we see the necessity of finding out just what the buyer's past experiences have been.

In overcoming objections, it is generally found advantageous to use a chart. The objections that will probably arise in respect to a particular line of goods should be selected and around them the sales talk should be built. In one of the preceding chapters we have worked out an outline of a sales talk for a fountain pen. Let us now select some of these points and group them around one of the objections that is sure to arise in the sale of a fountain pen. This principle can be made applicable to any line of goods.

Fountain pens leak	1. Special construction to alleviate air pressure in the barrel as the ink gets low. 2. Patented arrangement to prevent leaking if pen is placed in pocket upside down. 3. Pen split and hollowed in a certain way to catch and hold surplus ink. 4. Factory inspection—special test of each pen. 5. Factory guarantee. 6. Comparison with cheaper pens that will leak.

Now, this is just one objection that will arise. There are at least ten more objections to meet in the sale of a pen. These can be answered in the same manner as the above is outlined. Every point used in answering the objection above is found in the sales analysis for a pen. There are many others which might be used if necessary.

It is not a bad practice, in failing to sell to a man, to ask him pointblank why the sale cannot be made. Many buyers will not offer objections openly, but will simply refuse to buy. Mentally they have been comparing one line of goods with another, and the line that offers the most advantages will be the one they mentally prefer, yet they say nothing. A salesman calling on the retail trade found a buyer that he could not convince, and he asked him why. The buyer said nothing, but showed him his competitor's goods and they had several small attractive features of which he was not aware. He did not sell to that man, but he sold to many others on the strength of this information. It does the salesman's cause no harm to be frank in this respect.

CHAPTER XXXVIII

DISTRIBUTION

Commercial interests cannot be confined to definite lines. As a business enlarges and develops, the product cannot be confined to a state or even a nation. Boundaries mean little in the problem of distribution and especially since the development of modern transportation facilities. With the development of transportation and the expansion of trade, distribution naturally becomes more and more complex.

The manufacturer it is who feels the weight of this problem most keenly. With him, it means the solving of two distinct commercial problems before he can get his product to the consumer. The first deals with the flow of raw materials through the various stages of processing until we have the manufactured product. The second deals with the problem of getting the manufactured product on the market. The raw materials must find their way to the factories. This movement is largely dependent upon the consumer demand. There can be no movement of raw materials unless there is a demand for the manufactured product. It is essential that the desires of the consumer be known to the producer. It is just as important that the manufacturer

keep his finger upon both the source of production and the field of consumption.

The simplest form of distribution is for the producer to meet the manufacturer and he in turn meet the consumer, and an exchange of products for money take place. As the consumer demands become greater, this process becomes more complex, inasmuch as the raw materials must be drawn from a vast area; hence the necessity for middlemen. Many manufacturers find it impossible to satisfactorily select the raw materials and at the same time cover the field with the manufactured article, in many instances creating a demand for it. This plan necessitates at least three distinct organizations. First, the buying organization. Second, manufacturing. Third, the sales department. The tremendous cost involved in maintaining these three departments would naturally make the scheme prohibitive, except with a financially powerful organization. Accordingly there has arisen in our industrial system a class of men who devote their entire time to the gathering of information, buying of raw materials, analyzing the market conditions, and doing this especially for the manufacturer. For his services a small brokerage fee is charged. Thus we have the beginning of the stock and produce exchange. It was organized for the purpose of bringing the raw materials to the manufacturer.

The organization of the market for the distribution of manufactured wares is an entirely different problem. At the present time it lacks the concentration or the power of bringing its wares or manu-

factured products into a central location, as is done with raw materials. There are a few great centers of industry in which competitive articles are being sold, yet the traders are not governed by definite rules and they do not meet in an exchange as do the traders in raw materials. Hence, such articles as machinery, clothing, food products, etc., are sent directly to branch agencies, or distributed to the consumer direct.

Under the present system of distribution there may be involved as many as five distinct factors and four methods at least, which the manufacturer can successfully use in placing an article before the consumer.

The following table will indicate these methods:

1. Manufacturer	jobber	x salesman	retailer	consumer
2. Manufacturer		salesman	retailer	x consumer
3. Manufacturer	x jobber		retailer	consumer
x 4. Manufacturer				consumer

The marketing of goods resolves itself into a dual proposition. The manufacturer must keep constantly in mind the consumer as well as the retailer. The merchant must be induced to handle the line. The consumer must be persuaded to ask for it. The manufacturer's greatest difficulty will be to get the retailer to stock a line unless there has been created a demand for it. In many instances where the goods have been stocked, the manufacturer must assist in marketing them. The retailer cannot and will not

create a market. Too many manufacturers get an idea that it is sufficient to stock a dealer with their goods. This is not sufficient, and to be most successful they must help move the line. If they do not, they receive no future orders and in many instances the goods in stock will be returned to the factory. The manufacturer who makes every effort to stock up a dealer and considers his task completed will find his distribution campaign falling flat. It is impossible to shoulder even a small portion of the burden of distribution on the retailer.

If the manufacturer has money enough to create a demand among the consumers by advertising, the dealer must fall in line and the goods will move. Not all manufacturers, however, have a sufficiently large publicity appropriation to actually create a public demand. Many start out on a limited amount of capital and the greater portion of this is invested in the factory. They realize that the dealer will not stock their goods until they have first created a consumer demand. They spend what money they have and perhaps create a limited demand. This is not strong enough to compel the retailer to stock the line, and when a call comes in for his particular brand the dealer endeavors to sell a substitute. This consumer demand must be sufficiently intense to compel the retailer to stock the line, and this can only be accomplished by having the consumer ask for the article.

It is generally considered wise to stock the dealer and put on the advertising campaign at the same time or to stock the dealer with the understanding

that a certain amount of advertising is to be done. Naturally the dealer waits for the purchasing public to come to him. It is the manufacturer's duty to show the dealer how to go after the trade. The retailer is not to blame if he does not take a vital interest in moving a particular line of goods, for the simple reason that he is also interested in several hundred other lines and to focus his advertising and selling energies to move one particular line would neither be profitable nor wise.

By consulting the table in the early part of the chapter a small "x" will be found over the word salesman. This indicates that where the manufacturer markets his goods through the five distributing factors mentioned, and no advertising is done, either the salesman or the jobber may be considered the most important factor. At one time the retailer purchased what the salesman suggested. The consumer was dependent upon him and purchased what he advised, the salesman carrying what the jobber had in stock. Both the manufacturer and jobber were dominated, to a large extent, by the salesman. He might dictate the conditions under which he would work, the service expected, and in many instances the appearance and quality of the goods. This practice soon compelled the manufacturer to seek a method by which he might strengthen his control over the market, in order to keep his productive force employed. There was danger that the salesman or the jobber might at a very critical moment swing over to a competitor, or as did happen in many instances, the middleman found it profitable to

change from one line to another, while the manufacturer who was dependent upon him found himself helpless, for when the jobber switched to a competing line he would take with him his entire list of customers.

The manufacturers found that it would be necessary to advertise. So by making heavy appropriations and familiarizing the consumer with a particular brand of goods, they were in a position to eliminate the jobber altogether, as is indicated in number two. Of course, many manufacturers did not have the money to carry on an extensive advertising campaign, in which case it was absolutely necessary to market their goods through the jobber.

Again, the article may be small and inexpensive, in which case it is essential that it be carried with several hundred others, in order to market at a selling price which will assure its consumption. Marketing goods in this manner gives the jobber absolute control, as is indicated in number three. He dictates to the manufacturer and in many instances demands that the trademark be turned over to him. The manufacturer has no protection. Neither has he any assurance that the salesman traveling for the jobber will even push his line. If he endeavors to break away, he may find that the jobber will start manufacturing the article on his own initiative and marketing it under the original trademark. Again, the trademark may have become so well known under the jobber's name that it is worthless to the manufacturer.

Many manufacturers create a demand for their

goods by heavy advertising appropriations and still market them through the jobber. If the article is selling for a price that will warrant the expenditure on advertising, this is a most successful method of distribution. Other manufacturers will place their products into the hands of the jobber for distribution and yet maintain their own selling force. These salesmen build up the trade in the smaller towns, put in window displays, distribute handbills, and do some general advertising in order to create a market. All orders that are taken are turned over to the jobber. Generally he is given exclusive control in the marketing of the goods and guarantees to handle the entire output or a definite amount.

By marketing the goods through a jobber, importer, exporter, or commission man, the cost of distribution will be many times greater than if the goods are sold direct to the consumer. This is not only true of manufactured goods, but also of the raw materials. Many of the leading manufacturers today are eliminating altogether the jobber and exporter. They create a demand for the goods by advertising and follow up with salesmen. This of course means heavy appropriations each year for advertising. It means the maintenance of a collection and credit department; the shipping of small orders long distances; the maintaining of a complete sales organization at a tremendous cost. It has, however, the advantage of taking care of the entire output of the factory and the manufacturer is always sure that if the general conditions warrant the sale of the article at all his goods will be

sold. The jobber is a necessity. He is here to stay. He has a definite place in the field of distribution. With many of the leading unadvertised food products of the country, where the amount sold in each locality is small, the manufacturers could not afford and would not be justified in putting salesmen on the road. If they did, the expense of distribution would make the cost of the goods prohibitive. Where the manufacturer turns the ten or fifteen small articles which he manufactures over to the jobber, who sells them along with twelve or fifteen hundred others, it makes the proportion of selling expense borne by each article reasonably small.

The one great difficulty which the manufacturer may have in marketing goods through the jobber is the fact that where the salesman carries a large number of articles many of them are sure to be overlooked. (It has been demonstrated that where a salesman carries from 500 to 1,000 articles or more, he selects a certain few and specializes on them.) Thus, a jobber may have the exclusive agency for a particular line and still only one-tenth of his salesmen may be pushing the article. To meet this condition the manufacturer frequently sends out form letters gathering statistics from the salesman as to the selling qualities of his line. He finds out whether they are pushing the goods; why they are not; and what the objections are that must be overcome. He gives them a few selling points. His purpose is to remind them that they are carrying his line. If he has money to permit of advertising,

thus creating a dealer demand, the salesman is sure to feature the line. Frequently the manufacturer communicates with the retailer direct, suggesting that he ask for his goods. After calls of this kind have been made a few times the salesman will begin pushing the line, believing it has merit. Many firms maintain a house organ, which is mailed regularly to the retailer. This serves to bring the attention of both the retailer and the salesman to a particular line of goods more quickly perhaps than any other method. The Diamond Shaker Salt Company found the house organ one of their strongest selling factors.

Now, the fourth method of distribution is by direct advertising. Over a hundred and six million dollars are spent every year by the manufacturers of the United States in direct advertising. This gives the manufacturer absolute control of the situation. He creates his own market, thus is always sure that a market exists.

One of the first steps taken to eliminate the middleman was the manufacturers consolidating their selling interests and starting advertising campaigns. Thus one sales department took the place of several. The market was divided, and a common policy was worked out which was fair and just to all. (The factories retained their own identity so far as the production was concerned, but the goods were marketed under one trademark.) One advertising appropriation frequently covered the output of fifteen or twenty factories. The Standard Oil Co., The International Harvester Co., the United States Steel

Corporation, and the American Tobacco Company are good examples of this kind of combinations.

The only danger that existed was in the combination becoming so powerful as to limit the production of certain of the subsidiary companies and thus cause the maintaining of prices, or on the other hand where a parent company or a holding company became powerful they found it possible to absorb the smaller companies and ultimately close them down at a loss to the stockholders and benefit to the parent company. Adverse legislation, however, ultimately compelled a change. These central organizations were becoming too powerful. Anti-trust legislation in many instances compelled a dissolution.

One of the first steps taken by these combined organizations was to establish branch agencies. These were either supported wholly or in part by the factory. In the majority of instances they took the form of wholesale houses and catered direct to the retail trade. The character of the trade in each instance determined whether it was best to sell to the retailer or direct to the consumer.

The meat packing industry found it most profitable to establish wholesale houses through which they might sell direct to the retailers, and in many instances, where private consumers purchased on a large scale, they were quoted wholesale rates. Co-operation with the retailers in selling their product very soon practically eliminated the local slaughter houses. The rural sections and smaller towns were

reached either by salesmen from the distributing agency or through a grocery jobbing house.

The National Biscuit Co. is a good illustration of direct selling. A number of independent factories, over one hundred in all, combined for the purpose of establishing a trademark and handling their goods under one selling organization. Agencies were established in practically all of the large cities. It was found that the goods could be handled much more satisfactorily in this way, where there were two or three hundred different lines and where expert salesmen were needed. The jobber's men could handle fifteen or twenty lines satisfactorily, but they could not give the expert advice which the retailers needed in marketing a hundred or more articles. Furthermore, they would not concentrate on one particular line. They did not understand the desires of the consumer. Neither could they arrange properly a window display for a special line of this kind.

The American Tobacco Co. offers an excellent illustration of direct selling. They established their own wholesale houses in the larger cities. A local jobber was given the small towns and the rural districts. Thus, he might have his headquarters in the same city in which the manufacturers' house was established.

Where the jobber secured orders, the factory shipped direct to the retailer. When the retailer purchased in job lots, he secured his goods at jobber prices. The manufacturer, in order to stimulate the

jobber to greater efforts, required that he sell a definite amount of goods each year.

The jobbers, in order to meet this situation, frequently established their own retail stores in their territory. Thus we have the establishment of the United Cigar Stores, the National Cigar Stands, and other retail organizations representing either the jobber or manufacturer.

There are many articles that cannot be successfully marketed without the aid of the jobber, and the manufacturer finds it convenient to keep in close touch with him. In many instances where the wholesale house or branch agency is established and a jobber is also given the same territory, the latter is paid a commission on all orders sent in from that territory and the manufacturer protects him by charging the retailers jobber prices regardless of whether they order direct or through the jobber. In other words, if the jobber is given a definite territory, he receives credit for all orders coming from that territory.

In many instances because of the transportation facilities, the cost of transportation, or the inability to successfully store goods, it is found necessary to ship the goods direct from the factory and still retain the jobber. This is especially true in the drug business. Here the jobbers are given districts and are paid a commission on all business coming from their territory, although the goods are shipped direct from the factory.

The oil business offers a peculiar situation in that, in recent years, many of the leading companies have

begun selling direct to the consumer. Yet, they will sell to the retailer if he desires to purchase and handle their goods. The retailer is protected by the manufacturer selling to the consumer at regular prices.

The manufacturer frequently establishes a branch store where his goods are handled exclusively for the purpose of advertising and exploiting the line. This does not interfere with the retailer if he desires to handle the line.

The iron and steel industry has eliminated the jobber practically altogether. This is due to the fact that the jobbing business was controlled by brokers and the nature of the business, due to its fluctuating values, permitted the broker to quote a price on certain lines much below that which the manufacturer quoted in his price-list. The broker might, by his attitude, so manipulate the market as to lower the price before he purchased for delivery, or he might take a gambler's chance and figure on the price dropping before he was compelled to deliver.

Hardware is sold almost altogether through jobbers. This is necessary in that it is extremely expensive to create a market for the thousands of hardware articles. It is even difficult, with goods of this kind, to establish a branch agency.

Specialties adapt themselves much more readily to branch agencies. Adding machines, comptometers, typewriters, etc., can all be handled successfully through a branch agency.

In the case of the shoe industry, the goods are marketed in either one of three ways:

First, through the middleman.
Second, by the establishment of an agency.
Third, establishing retail stores.

Where the middlemen are used, the coarser grades only are handled through them, the finer grades being highly advertised and sold direct. Many of the larger shoe manufacturers, such as the Walk-Over, Douglas, Crawford, and others, found it convenient to establish their own retail stores and where the other retailers desired they were given the privilege of stocking the line.

Textiles, and especially the raw materials, are handled principally through commission houses. Cotton and woolen goods, with the exception of small articles which are handled by jobbers, are sold direct to the retailer. Silk manufacturers maintain a central office in New York and sell direct. The more popular brands of hats are sold in the same manner. Shirts, ties, etc., are sold largely through the jobber.

Where the smaller articles of wearing apparel were placed with the jobber, the manufacturer frequently met with difficulties. The jobber demanded the trademark, in which case he was in a position to dictate in every instance the sales policy. If the manufacturer refused to listen, he would retain the trademark and start manufacturing a brand of his own.

Many firms have endeavored to open up direct mail order service. This has been attempted by both the jobbers and manufacturers. Sears, Roebuck &

Co. and Montgomery Ward & Co. are good illustrations of the jobber marketing by mail. The William Galloway Co., of Waterloo, William Roebling & Sons, and Holt & Co. are illustrations of manufacturers doing a strictly mail order business. Magazines, newspapers, and sales letters are resorted to under these circumstances. The recent establishment of the parcel post has added emphasis to this form of distribution. Clothing, furniture, shoes, and many types of articles can be satisfactorily handled in this manner.

CHAPTER XXXIX

APPLYING FOR A POSITION

It is just as important that a salesman be able to properly sell his services as it is that he know how to sell goods. There is a constantly increasing demand for salesmen, men who can sell goods, who are intelligent, energetic, and alive, but those who seek to obtain these positions must be able to sell their services.

It is not unusual to find a young man seeking a position as a salesman when he has had neither the experience nor proper training to assure him success. From this we might infer that one of the first essentials is to determine our own possibilities; and second, what training is necessary in order to be a success as a salesman. Take this as a warning: Do not get a job that is too big for you. If there is anything that will kill the confidence of a salesman, it is holding down a job that is beyond his abilities. A man may be a university graduate, be able to write two or three degrees after his name, and still not be a successful salesman.

Theoretical training is not always the key to a practical vocation. It is a requisite, but it does not always make men successful in selling. A high school or university training, however, does give a

man a foundation upon which to build for a successful future.

One of the first requisites in preparing for a selling career is to find the line to which you are particularly adapted, and then learn the underlying principles, also its future possibilities. A man who desires to sell silk will naturally learn something about silk and silk production. He will determine whether he is particularly adapted to handling that line and what the future possibilities are in this particular field. This information he will secure before attempting to get the position, for the man who employs him does not have the time to train him. He expects him to be properly trained. He wants him to bring ideas for his business, and he is willing to pay the price for them. Then, too, after spending much time in training himself, the salesman wants to be assured that he will not be disappointed in the earning possibilities of the line.

There is many a man handling confectionery, art goods, or a line where an appeal must be made to the artistic temperament, when he ought to be selling farm machinery, hence it is essential that care be exercised in the selection of a line to make sure it is adaptable to the temperament of the salesman.

The second consideration is the house. Select a firm that renders service; one that assists its salesmen; who gives them occasional encouragement. Much of a man's success on the road depends upon the kind of assistance he gets from the house. It is better to start in a small position with a reputable

house and work up, than to start at the top of a disreputable one.

Let us now assume that you are seeking a position as a salesman. We must first determine the methods you will use in finding one.

You cannot get a position unless the public knows that your services are to be had. A market can be created for your services just as a merchant creates a market for his goods. Businessmen are seeking live, wide-awake salesmen, men who are constructive and who can build up a sales organization. You can let these businessmen know that your services can be had in any one of three ways: first, by making an indiscriminate personal call on the class of trade in which you are interested; second, insert an advertisement in a magazine or newspaper; third, write a letter of application.

Personal Application

In making a personal application be sure that your appearance is neat and businesslike, paying particular attention to every detail of your dress. The price paid for a salesman's services depends, to a large extent, on his appearance. If your trousers bag at the knees, if your tie keeps creeping up over the edge of your collar, or if your dress is shabby, the chances for interesting a businessman in your abilities will be meager, and if you get the job the compensation will be proportionate. Be sure that your nails are clean, shoes well polished, and clothes well brushed.

A poorly written letter will not sell goods. Dirty literature will not make a favorable impression. A shabbily dressed salesman, regardless of how clever he may be, will not make the best impression.

A business woman's dress should be suitable and in keeping with her employment. In seeking a position behind the counter, a simple tailored suit with a plain linen shirtwaist makes an attractive and suitable costume. It is not unusual to find a young girl, making a personal application, dressed as if she were going to a matinée. Time and again will young girls, powdered and painted, with their hair dressed in the latest fashion, wearing a silk gown, earrings and a picture hat, approach a businessman and endeavor to sell their services. Then they wonder why they do not get the position. Flashy clothing should not be worn on occasions of this kind. It is even unwise to wear jewelry, as it is unsuitable for the business woman, who knows that the keynote of good taste is suitability.

In approaching the businessman, do so firmly, determinedly, and with a businesslike air. Show by your attitude that you mean business. Your method of approach must be carefully worked out just as if you were selling goods.

A prospective employer will study your bearing very carefully. Frequently he will call in department heads, for the purpose of passing judgment on you. The way in which you make your approach, your alertness, expression, and manner will all determine to a large extent your fitness for the position. When you speak, do so decidedly, frankly,

and in a clear musical tone of voice. Do not be nervous. There are times when the average businessman will appear rather brusque, but that should not make you feel ill at ease, and will not if you have confidence in yourself.

In approaching a prospective employer tell him your name and business, explain what your preparation has been, and especially if you have had a high school or university education. If you have had any special training in any particular line, which will make your services of greater value to the firm, be sure to mention the fact. The experience you have had and where you have had it will determine to a large extent whether you are capable of filling satisfactorily the position in question.

It is not unwise, in approaching a businessman, to have some ready suggestions as to what you can do that will be advantageous and profitable to his business. As one man puts it: "When an applicant comes to me I want him to do more than merely seek a job; I want him to know how I can better my business; how I might increase the efficiency of my selling force; how I can turn out more work at a lower cost, or increase my profits." This is the attitude of the average businessman, especially in dealing with the experienced salesman. If he feels that he cannot afford to pay the salesman a salary and make a fair profit over and above that amount by keeping him in his employ, why should he employ him? Experienced salesmen frequently map out a plan of action, a sales campaign, or system of efficiency, in order to secure favorable attention. If

this plan is placed on paper it gives it additional weight and speaks well for the salesman's ability.

Advertising

In the sale of your services an advertisement may be inserted in either a newspaper or magazine. Let this tell exactly what you can do. It must make an appeal, having the same "hook" in it that would be put in a good sales talk. The following are examples that will give you some idea as to how to proceed, although yours will vary in detail:

> Will you give a beginner a chance? A university graduate; keen, analytical turn of mind; 25 and married. May be a "find" for a firm that can offer a future. Telephone Main 1457.

> I can help you. For ten years I have been preparing for a mercantile selling career. Will consider either retail or traveling selling. I am willing to start at the bottom where there is an opportunity for development. There is a business I can help grow. Write me. Box 660.

Sales Manager

> Here is your opportunity to secure the services of a man with unusual experience. Have planned and executed

> sales campaigns for 15 different lines in my six years of experience. Have written catalogues, advertisements, and sales letters; also trained in road work. I know how to get business and hold it. Can dig up original ideas and arguments. Want to change to a firm that offers greater opportunities. Address Ambition, Box 491.

After having run an advertisement, it is best to find a central location. If you are in the country or a small town move into the city, for the majority of the replies will undoubtedly come from the larger centers. It is practically impossible to secure a position at long distance. The businessman who needs a salesman wants him immediately and naturally selects the best from the applicants that apply.

While waiting for replies, it is advisable to scan the "Want Ad" section of the newspapers, and many firms will be found who are seeking both experienced and inexperienced help. Many of them are reliable and offer excellent opportunities. They give a man something to do while waiting for the returns from his advertisement and also give him an idea as to the information necessary when making a personal application. After receiving replies to the advertisement, follow each one with a personal call.

Frequently applicants will send letters of application to large firms asking to have them filed for reference. This is not a bad practice and especially after having had a favorable interview. A sales

manager cannot be expected to keep in mind all the good qualities of the applicant. He may not have an opening at the time the application is made, and so if a statement of qualifications is filed for reference it will perhaps be brought to his attention frequently.

Many applicants ask about the salary almost before the interview is fairly started. It is best not to appear anxious about the salary. Select a firm that is reliable and the salary will take care of itself, provided you have the ability. Most businessmen have learned that they have to pay for good service and are willing to do so. It is best to know what you are really worth and never ask for more. If a position pays less than you think you are worth, yet holds forth good opportunities, it is best to start with a small salary.

The Letter of Application

The letter of application must be a brief, straightforward, businesslike statement of your qualifications, education, and experience. Use short, snappy sentences that contain life and power. Select the words that will give the clearest apprehension of your abilities.

The letter must be brief because it takes a good one to hold the attention of the busy businessman. If you have had no experience, enlarge on your qualifications, education, etc. Be sure that your statements are truthful in every particular.

Write the letter just as if you were selling your services personally. Look at the proposition from

your prospective employer's point of view. If a man came to you seeking a position, what would you want him to know? What qualities would you consider indispensable if you were employing him? Make a review of your own qualities and bring them out effectively in the letter.

Always use plain, white, unruled paper, writing on one side of the paper only. It is best not to use stationery with a monogram, initial, or name die at the top. Be sure that the letter is folded properly, that the stationery is scrupulously clean, and that the letter contains no erasures or misspelled words. Leave plenty of margin all around the typed part. See that it is not crowded, and presents a neat, finished appearance in every way.

Rules for the Letter

Here are a few general rules to follow in formulating the letter.

First.—Write the letter yourself. There is no one who understands your qualifications better than you do. There is no one who can put more life and feeling into your letter than you can.

Second.—Avoid stereotyped expressions, especially in the first paragraph and in the closing paragraph. It is not unusual to find a clever salesman closing a well-written letter of application with the statement, "Trusting that this will be given your favorable consideration," or "Hoping to hear from you at your earliest convenience." When you get through stating facts, quit. It is unnecessary to

tack on a superfluous statement of that sort. When you begin your letter launch right out into the subject. Do not begin with a stereotyped phrase.

Third.—Write frankly, modestly, without boasting about your abilities, or without apologies for your shortcomings. Be sure that you appreciate your real abilities, but beware of overemphasizing them in the letter.

Fourth.—Watch carefully the structure of the letter; the paragraphing, spelling, punctuation, and capitalization. These small matters leave an impression on the recipient of the letter.

Fifth.—Do not be afraid to ask for what your services are really worth. This will depend altogether on the amount of your experience, the nature of the position you are seeking, and your willingness to start at the bottom and learn the business from the ground up.

Sixth.—It is always wise to give a list of references. These should be the names of some of your former employers, or men who rank high in business. If possible, inclose one or two good letters of recommendation. These sometimes carry considerable weight.

Seventh.—Tell what you can do, frankly, briefly, pointedly, and then stop. Many salesmen write a letter very much as they sell goods. They talk themselves into a job, then talk themselves out of it again.

Eighth.—Remember that a positive statement will carry more weight than a negative. Beware of saying that you feel you can handle a certain line of

work, or master a certain campaign. What your prospective employer wants is real reasons why you can handle a campaign, not your feelings. Be earnest and sincere. Give your letter the same pulling power as you would a sales talk. Make it sell your services, just as you would make a sales letter sell goods.

The tone of the letter of application, written in answer to an advertisement, will depend altogether on the "ad." The letter must be short and pointed, yet give all essential details. Meet the demands of the advertisement fully and squarely.

The following letter will give you an idea as to the information required.

Age, experience, special qualifications, and references are essentials, and should generally be given.

Gentlemen:

I respectfully submit my application for the sales position advertised by you in this morning's "Examiner."

I am a married man, 35 years of age; a university graduate, and have had ten years of successful selling experience.

For six years I was traveling agent for the Post Milling Company and the past four years I have served in the capacity of sales manager for the firm I am with at present.

The field here is limited, hence my desire to change. I desire a position that offers unlimited possibilities for a man with ability, and I know that your firm has just such openings.

My experience has qualified me for either sales or managerial work. I have successfully planned and managed a number of national selling campaigns. I know how to select and train salesmen for either road or inside work.

My past experience is the best recommendation as to my character and ability. A letter to any of the following firms will bring information on this point.

References:

A. B. White & Co., Wholesalers, San Francisco, Cal.

John Bollman Co., Jobbers, St. Louis, Mo.

P. E. Bowles, Pres., American Nat'l Bank, Topeka, Kansas.

Very respectfully,

The first paragraph of the above letter may be changed to read:

"Will you kindly file my application and give it consideration the first time there is a vacancy in your sales force?"

If the letter is to be filed, it must contain features that will cause it to be remembered. If you have time, it is wise to precede or follow it with a personal call. This call will make an impression on the mind of the office manager and you will be remembered.

The following is a short form that may be sent to sales managers and will be given consideration. Jobbers and wholesalers are always looking for salesmen, both experienced and inexperienced, and

a short, pointed letter will get attention many times where the longer one will not.

Gentlemen:

For two years I have been preparing myself for a sales position. During this time I have had your firm in mind and now I want a chance.

I have the necessary ability and enthusiasm to sell goods. Let me prove to you that I am right. You are in business to make money. I have a plan that you can use.

A letter addressed to 5566 Taft Avenue will bring me to your office for an interview.

Respectfully,

CHAPTER XL

THE SALES LETTER

The success of a sales letter depends upon the power and personality of the writer and his knowledge of human nature. It must portray the personality of the writer. It must take the place of a personal call. It must have the stamp of individuality; the power of persuasion and conviction. If it is designed to sell goods, it must satisfactorily meet every principle underlying good salesmanship. The letter writer will determine the motives for buying, just as in building a sales talk. His first sentence will deal with a human personal problem. When he makes his appeal, it will be filled with earnestness and ring true with sincerity. Every sentence, in fact every word, will create either favorable or unfavorable action. It will cause either a positive or a negative line of thinking, and this in turn will cause either positive or negative action.

Materials

The materials used in writing business letters are one of the first essentials to be considered. The "pulling power" of a letter will be determined largely by the kind and quality of paper used, both in the envelope and for the letter.

The first question the writer should ask himself is: "How is it possible to dress this letter to properly represent my firm?"

If a salesman started out to call on the trade, or make a personal application for a position, his dress would not be shabby. You would not find his suit unpressed and pockets bulging. Neither would he dress gaudily. Then why send out a sales letter on cheap paper, printed with cheap ink, inclosed in a shabby envelope, and expect returns? It is impossible to get any more out of a shabbily dressed letter than out of a shabbily dressed salesman. The letter is a representative of the firm that sends it, and it costs but little extra to dress it well.

A good grade of paper should be selected, making sure it is neither too heavy nor too light. A heavy paper is always better than one that is light; that is, so light that the typing will show on both sides. This does not mean that the paper should be so heavy that it will crack, as this will cause it to fuzz on the edge, and also fills up the files. A sixteen-pound bond is generally conceded to be the best weight to use. Enameled paper should be used when high-grade half-tones are used on the letterhead.

Care should be taken to secure the color of paper and ink that will prove the most effective. Psychologically speaking, a man's attention is attracted most strongly by sound, next by movement, and third by color. A buff shade, printed with a clear purple or black ink, is effective. The majority of business firms, however, use a white bond, preferring it to any other color. If a series of letters is

being sent to one individual, the monotony should be broken occasionally by changing the color of the paper. Many firms will print their entire follow-up on the same color of paper, whereas if they would break the monotony by occasionally changing the shade, their form letters would produce much better results.

The use of a light blue, cream, or pink paper can be made very effective. It is always advisable, however, to avoid dark colors, especially where a dark shade of ink is used. A cream color is excellent, as is also a buff with brown ink.

In the selection of materials it is always wise to consider the character of the article being sold. The materials must harmonize with the character of the business. A firm of contractors would not use a delicate pink shade, nor would a bond company use a baby blue correspondence sheet to induce the public to buy municipal bonds. A silk or jewelry firm would not use dark and heavy shades.

Many firms will mix colors in the printing. They will use one color of ink for the greater portion of the letter, and a second color for one paragraph which they desire to give prominence.

The Envelope

What is true of the paper may be said of the envelope. It is customary to use envelopes of the same style and quality as the letter inclosed, although this is not absolutely necessary for ordinary use. The common shapes and sizes are preferable.

They are much more easily handled and will not detract attention. In sending out a sales letter or circulars, oddly shaped envelopes, or those of unusual size or color, may be advisable, although their real value is problematical. The most commonly used sizes are 6″, 6¼″, and 9″. The latter are used only where the correspondence is bulky or in sending legal papers where it necessitates folding the letter or the enclosure in one direction only. Circulars are generally sent under a one-cent stamp and must be unsealed. There are, at present, a number of different styles of envelopes adaptable for either one- or two-cent postage. The "sealed yet open" and the "Neostyle" are two of the most commonly used. They give the letter the appearance of being sealed and yet afford the government officials an opportunity for inspection if desired.

The return should be placed on the upper left-hand corner of the envelope. It provides a means by which an uncalled-for letter may be returned to the sender. This return generally reads: "After five days return to," the name and address being inserted. The laxity on the part of government officials, however, in returning uncalled-for letters, has led to the elimination of "After five days return to" and the use of only the name and address. This return is especially important in sending sales letters or catalogues. In the former case, a firm wants to know what percentage of its letters are delivered, or how nearly perfect the mailing list is. In the second case, if the catalogue is expensive they can well afford to send postage for its return. If the

stationery is high-grade, it is advisable to use only a two-line return printed in a very small and boldface type. This, of course, depends upon the article being sold and the class of people to whom the letters are to be sent. If the articles being sold represent a concession, circus, or something of that nature, considerable advertising may be used on the envelope and the return may be quite conspicuous. If the letter is to be sent to a farmer or laborer, considerable advertising matter may well be used, because it is the flashy literature that will make an appeal with this class of trade. Then, too, they receive and see less advertising matter, hence they will be attracted by it more readily. In dealing with the city buyer or the professional man, the more simple the return the better the results.

The envelope being but a mere convenience and serving as a guide in conveying the message, its appropriateness in delivering its message and producing a favorable impression is of much moment.

Frequently the value of the letter depends upon the impression made by the quality and appearance of the envelope. A sealed envelope of poor quality and untidy appearance will undoubtedly make a poor impression even if its contents are important. A cheap envelope with a one-cent stamp is a big handicap for the best of circulars to overcome.

Letterheads

Letterheads may be printed, cast with a die, or made up from a stone, zinc, copper, or steel etch-

ing. It depends altogether on the article that is being sold and the class of people to whom the letter is to be sent. In many cases it is essential to have a very expensive etching or die made for both envelope and letterhead. In another case it may be wise to use an ordinary printed heading. This again depends upon the social and economic standing of the mailing list. Many firms have two styles of letterhead to meet this emergency.

The lithographed heading is much more expensive than the printed, and yet, when getting out a sales letter, the additional cost incurred in having the letterheads lithographed would be a very small item. The price of etching seldom exceeds sixty dollars for a letterhead, and a very simple design will sometimes come as low as ten dollars. A lithograph stone is about twelve inches square and four inches thick. It takes a fine polish and the surface is very smooth. The surface is covered with lampblack and the engraving is done with a steel-pointed pencil. The lampblack simply serves to show the contour of the lines. After the engraving is completed the black is washed off with an acid. The printing can be done from the stone, although the copy is generally transferred to a zinc plate. It is impossible to put the original copy on a zinc surface. This transfer is made because it is less expensive to run the copy from a zinc plate than from the stone, since several copies can be made at the same time.

It is not unusual to see a letterhead of a very simple design made up from a steel die. This is worked out from a smooth steel surface in much the same

manner as the stone work. The etching is produced with a steel-pointed knife. The copy is not transferred, but printed from the original.

Wedding announcements, calling cards, etc., are very frequently made from copper plate engravings. The cost of making these is about the same as that of steel or stone work.

The cost of running any kind of lithograph copy will be about one-third more than the cost of a regular printed letterhead.

A well-printed letterhead may be just as effective as the more expensive types. The more simple it is, the more effective it will be. Some of the largest firms in the country today use only the firm name and address on the letterhead. Occasionally the names of the officers are included, although this is not a common practice.

Of course, in advertising a circus, concession, or something of that nature half the page may be covered with advertising and it will carry weight. Where this is done, however, it is advisable to print the letterhead in colors.

Words

Care must be exercised in the selection of the words used in conveying the written message. The writer must understand their meaning, their power, and appeal. He must think of them as living, thinking beings, as giving life and strength to a sentence, or destroying it. Words will either create action or cause inactivity. Two words may have the same

meaning, yet one is powerful and the other weak; one is full of force and fire, the other is lifeless; one will lead toward a definite goal and the other away from it. Just to illustrate: if in the sales letter the writer endeavors to make an appeal to the instinct of pleasure and satisfaction he would select such words as:

luxurious	exquisite
dainty	magnificent

If an appeal is to be made to the emotions, he would use such words as:

sad	pitiful
wretched	poor

When an appeal is to be made to the imagination, he would use such words as:

spectacular	gleam
picturesque	beaming

For each one of the many human instincts an entirely different list of words must necessarily be used. If these are not properly selected and placed, they kill the pulling power of the letter. In writing a letter for a life insurance company an appeal would be made to the emotions. Therefore, such words as poor, sorrow, pitiful, and distress would be used profusely. Such words will create a mental picture in the reader's mind, as wretchedness and

poverty will be shown as the result of a failure to take out a life insurance policy.

If the letter is designed to sell a $3,000 automobile, it would be enlivened by such words as luxurious, exquisite, beauty, magnificent, etc.

The writer must also consider the relation of one word to another with regard to its power. One word placed with another may tend to weaken the second, while if placed with a third it strengthens it. That is why sentence construction is so important in the building of a sales letter. It is advisable to use only the short one-syllable words that have life and action in them. All foreign and ambiguous words should be eliminated, as they only kill the usefulness of the shorter ones. Choose only those that will clinch; those that will build to a climax. Not a single letter should leave the desk of a businessman until he has conscientiously examined every word. Note the following list of words. The shorter ones not only save time, but they are far more effective if properly arranged.

sad	melancholy
pay	remunerate
hard	difficult
led	induced
got	obtained
do	accomplish
fine	excellent

About fifteen per cent of the time spent on the office typewriter is wasted because of the use of

formal phrases, unnecessary expressions, and long words. A business letter aims to convey ideas, and the simplest, surest, and most direct way of doing this is the best. A long word may be used effectually in dealing with a certain class of individuals. The illiterate, the ignorant, the adherents of second-class novels or cheap newspapers, those who do not read the best literature, may be appealed to satisfactorily by the use of long words.

It gives them confidence in the writer and creates admiration. Circus posters and some forms of flashy display advertising bear witness to the fact that long words may at times be used effectively. Such statements as: take into consideration, extend an invitation, due to the fact that, purchasing agent, large part of, and others equally as superfluous can easily be substituted by one-syllable, powerful Anglo-Saxon words.

Use of the Pronoun "You"

Make use of the pronoun "you" and avoid an excessive use of "I." It has been truthfully said that "you" is the second strongest pronoun in the English language. In sales letters it undoubtedly ranks first. As "we" is the first in the writer's mind, so is "you" in the reader's. Therefore, bring the subject around to his viewpoint. The writer must understand why a prospect should buy his goods, and if he makes his appeal from the reader's side of the fence, which should be done in the first two or three paragraphs, there will be a judicious use of the pronoun "you."

Do not tell a prospect that you have something to sell, that you represent a particular firm, that you want him to buy, that you have the best article on earth. Avoid such expressions as: we sell; we want; we represent; we are; our firm; our machine.

Beware, however, of overworking the pronoun "you."

Telling a man things which he already knows is a bad practice. A letter starting with the statement, "You could not invest money right now to better advantage," or "You will not deny that it is wise to consider the future in this matter," coupled with a lot of general statements, does not sink very deep into the reader.

There is danger that every time the pronoun "you" appears in a letter, it is a warning that the reader is going to be told something about himself, and this something the reader is nearly always in a position to know much more about than the writer. There is a big difference between the real meaning of the so-called "you" attitude and the use of the word "you," that in fact the application of the excellent idea involved in the "you attitude" is most frequently violated by using the word "you." Hence the use of the pronoun can become a most pernicious habit as well as an excellent practice.

Sentences

In writing business letters it is essential to keep in mind the length of the sentence to use. The primary object of a sales letter is to hold the attention

of the reader and at the same time persuade and convince him. Whether writing to the lawyer or the farmer, it is wise to assume that he is busy and make the sentences direct, pointed, short, and snappy.

The Short Sentence

The short sentence is the most effective type that can be used in a business letter, provided it is properly used. It will contain about ten words. Where the thought cannot be expressed in ten words, more should be used, but the number will rarely exceed twenty. Periodic sentences should be avoided unless it is the writer's intention to make a temperamental appeal. In writing to a man of the sanguine or lymphatic temperament, to women, or perhaps the man who is highly imaginative, periodic sentences may be used in an effort to make an appeal to the imagination. In dealing with the deliberative and nervous temperaments, the short, argumentative sentences are preferable.

There are a number of ways in which the short sentence can be used effectively.

First, to attract attention. Because of its attention-getting features, the topic sentence is featured in a short sentence at the beginning of a paragraph. The short sentence will embody the gist of the entire paragraph and many times of the entire letter. Note the following:

Dear Sir:

Ninety-nine out of every hundred persons need help on the financial side of life.

Dear Sir:

It pays to select carefully the paper on which your business messages are written.

Dear Sir:

The wastebasket in most offices is bigger than the letter-basket.

In each of the above instances the first sentence gives us a clue as to the contents of the letter.

Second, a short sentence may be used to announce the ideas which are to be developed or expanded in the longer sentences which follow. It announces, in brief, the contents of a particular paragraph. The succeeding sentences are merely an elucidation of the leader or topic sentence.

Third, the short sentence may be used to summarize what has been said in the longer sentences preceding. When used in this manner, it is generally found near the close of the letter after the climax is reached. The prospect is now commanded what to do. These commands prove most effective when expressed in short sentences.

Fourth, it is frequently used to give a statement directness and vigor. They make the reader feel that he must read on through the article and that every step is important. By the use of a short sentence in this manner, added distinction is given to each separate detail.

The Long Sentence

Long sentences are generally confined to the writing of essays and cultural articles. In the development of the sales letter, however, the long sentence may be used very effectively when giving detail relative to the points concerning production, buying, manufacturing, etc. Each sentence will give some reason for the existence of the goods, why the reader should purchase a particular brand, or it may emphasize quality, price, or use. The details in an ordinary business letter can more readily be grasped, if the idea is given in one sentence, than if broken into a number of short sentences. The mind will follow one sentence for a considerable period of time much better than it will a number of short sentences, unless, however, there is a change of thought, or the sentence contains a number of superfluous phrases and clauses.

The long sentence is used in developing a subject in at least two ways.

First, to expand or illustrate the fact pointed out in the short sentence.

Second, to compare one idea with another, or the business methods of one firm with those of a competitor. A firm desires to emphasize the advantages it has to offer, such as service, quality, or price, and the reader is always willing to compare that which is offered with that which he has experienced in the past.

The Loose Sentence

A loose sentence is one that can be ended at a point earlier than the close, without destroying its meaning. It gives the writing a natural, conversational style. There is no waiting for the full meaning of the sentence. The subject and predicate are given in the first few words, while the details follow, each adding its share of interesting data.

In a periodic sentence the thought is kept hidden or suspended until near the close of the sentence. This style of sentence is not used extensively in business letter writing, unless in the sales letter where it is desired to make a temperamental appeal. The reader is compelled to pay close attention and follow the line of thought carefully, otherwise he loses the thought entirely. When the important element, which is usually reserved until the latter part of the sentence, is reached, the force and power of the whole idea is appreciated. In this respect it has a decided advantage over the loose sentence. There is a tendency, however, for the reader to lose the thought before reaching the close of the sentence. This is generally due to the fact that they are so poorly arranged as to make the reading uninteresting.

The Question

The question is used very frequently in composing a sales letter. There is nothing that will get the attention of a prospect and set him thinking seriously more quickly than to ask him a pointed ques-

tion,—one that vitally concerns him. Many of the best correspondents use the question in the early part of the letter, perhaps in the first paragraph. The first few lines of a letter may consist of a series of questions so arranged as to strike close home to the prospect. They are so designed as to make an appeal to his stronger instincts. A question which requires a positive answer will create a positive line of thinking.

The Paragraph

The paragraph is used to separate the various ideas with which the writer will deal in the letter. The first essential in paragraphing is to find the central idea. This central thought must then be developed in a clear, concise, and comprehensive manner. The idea to be featured may be the price of the article, quality, service, production, manufacture, or any one of the great number of talking points concerning the line. Frequently, where the entire letter deals with but one subject, it is advisable to violate the rule for paragraphing and break each idea into a series of paragraphs. These parts may be blended together in such a way that the mind of the reader can be carried from one idea to another without a break and consequent loss of interest. Each idea must lead toward the climax; each must be more attractive and interesting than the preceding. It is especially important that the first few lines of the letter be broken into several paragraphs and each be made short and snappy. In fact, each paragraph

should consist of only two or three lines; of course, keeping coherency in mind to bind the whole together. A sudden break will create a tendency to stop reading.

There is a number of ways in which a paragraph may be developed. In developing the topic sentence, however, the growth should be natural, regardless of the method used. The following modes of development are most commonly used in building a sales letter:

Comparison	Cause and effect
Illustration	Suggestion
Proof	Description

Comparison

A paragraph may be developed by a comparison of one idea or subject with another, one line of goods or an article with a competitor's. If an article is comparatively new on the market, it will be difficult to make a comparison. In cases of this kind, it is better to associate it with something which has been in the reader's past experience.

Illustration

A concrete illustration given in the early part of the letter is sometimes far more effective than plain, barren facts. Where nothing but facts are given, many individuals will not only fail to absorb them, but will refuse to read through the letter. The logical and reasoning man cannot be appealed to so

well with illustration. However, if a fact is given and clinched with an illustration, it makes a most emphatic appeal. In writing to foreigners, or to the uneducated class of people, it is best to use illustration.

Proof

Many statements are made, and especially in a sales letter, where additional detail or proof is necessary to convince the reader. The firm designing a letter for the purpose of selling a businessman a typewriter, where the prospect already owns a machine, may necessarily need to prove many of their statements by pointing out the defects in the competitor's article and emphasizing the strong points of their machine, backing each statement with ample proof. If they do this, the reader may be convinced. The intelligent individual will not stand for a mere assertion.

Cause and Effect

Where the topic sentence is a statement that may be regarded as a cause, the remaining or following sentences may be statements showing the effect as the result of the cause. It is an excellent method for building a letter.

Suggestion

Frequently paragraphs are developed by the writer offering suggestions relating to a fact that has been stated in the topic sentence. Selling is largely done

through the power of suggestion, and suggestions made in a sales letter, if made tactfully, are strong weapons of attack. Suggest how an article can be used; where there will be a saving in money; the pleasure, comfort, and satisfaction to be obtained from the purchase.

Description

Where a paragraph is developed by description, the topic sentence embodies the primary talking point. Descriptive detail is then offered, covering this particular point. Where the letter is being sent to the farmer, to the man who has plenty of time to read detail, or to the man who thinks and acts with deliberation, description is necessary. Too much description, however, must be avoided, or the reader will become bored. Give just a sufficient amount to make the proposition clear.

CHAPTER XLI

THE MENTAL LAW OF LETTER WRITING

The first step in the mental law of sale, as we have already learned, is that of getting attention. The first step in writing a sales letter is to get favorable attention. The writer must recognize the fact that he is taking the initiative and endeavoring to induce people to buy that which they do not desire. It is just as important that the average letter writer recognize the prejudiced attitude of the average businessman toward the salesman and the sales letter, as it is for the salesman who starts on the road. His approach must be just as unique and as devoid of worn-out phrases as that of the clever salesman.

The writer who fails to make his first sentence unique and attractive will find that his campaign produces no results. The man who leads his prospect to believe that he has something to sell, who starts his letter by giving a description of his article, who leads a prospect to believe that he is after his pocketbook, will never get satisfactory results. The first half-dozen words of the letter will either whet or deaden curiosity. Once the reader passes the first paragraph, his attention can be held, provided the subject-matter is interesting.

The appearance of the letter, its general arrangement, and the letterhead, have much to do with pro-

ducing favorable attention. If the margins are narrow, the body matter too high or too low, or if it has a crowded effect, it will not be given favorable attention. By using the broken paragraph, or short sentences in preference to the long, the letter is given an inviting, easy-to-read appearance. By leaving plenty of white space around the body, using underscoring lines, or occasionally capital letters, the attention value is increased many-fold.

The three most commonly used methods of getting attention are:

First, A flashy appeal.

Second, Talking plain business facts.

Third, Striking a vital point with the prospect from his point of view.

Just to illustrate: One man will paste two bright pennies near the beginning of the letter and start it:

Dear Sir:
Don't throw away your money.

The prospect will be asked later to purchase a postage stamp with the two pennies and send a reply.

Another will, if he receives no response to his first letter, follow it up with a carbon copy on a yellow sheet, starting:

Dear Sir:
Did you get the original of this?

Firms have been known to send out a letter or a card on which was a large ink spot. They call at-

tention to the fact that the spot was caused by the carelessness of the office boy, but on account of the pressure of correspondence, or the fact that the writer was merely naming quotations and that immediate action was necessary, he did not take the time to produce a new series. Letters of this type can be used but once, and then only with a certain class of goods. A jeweler could not use this plan successfully because of the nature of his goods.

Many letter writers maintain that all flashiness should be avoided; that it gives a letter the impression of a form letter, merely because of its flashiness. They adopt the method of talking plain, sound business facts from the start, and it is true that this sort of approach will appeal to the average cultured man. Note the following:

> Dear Sir:
>
> When you approach your prospect do you have a vision of the magic effect of your arguments?
>
> Dear Sir:
>
> Have you ever looked up just in time to see one of your salesmen drive away a customer?
>
> Dear Sir:
>
> You hold our railroad in the palm of your hand.

Some of the best writers today are using this style and getting excellent results.

Another method employed by many firms is to use an unusual statement as a leader and immediately launch into the subject from the buyer's viewpoint.

Dear Sir:
"Thank you for your order received today"
Is a phrase we have not addressed to you for some time.

Dear Sir:
"Enclosed please find check"
Are the sweetest words that can fall upon the ears of a businessman.

The man who has something to sell, should have something to say; something that will grip the prospect at the start; that will prevent him from immediately thinking, "No, not today."

The writer who starts his letters, "See what I've got to offer" or "I've got the biggest proposition on earth," immediately condemns them to the waste-basket. The clever letter writer learns to see his prospect sitting before him at his desk. He gets into his chair, puts himself into his position, and reads his own message.

Arousing Interest

The methods for getting the reader interested are dependent upon a number of conditions; such as:

competition, public prejudice, conditions of the territory, standing of the customers, etc. Where the article is high-priced, it will be necessary to feature quality and use, while if the article is cheaper than the average, interest may be aroused by featuring price. If similar articles have had a wide distribution, the average buyer has been confronted with them in many forms, and facts will be necessary to arouse interest. Description or illustration can seldom be used, but much comparison will be necessary.

In considering the territory, the following questions must be satisfactorily answered before the letter is written: Is it newly settled or well established? Is it near an industrial center or remote? Has it been worked before? Will the people be likely to take to an article of this kind? Are the residents conservative or ready buyers? Will they listen to much argument or little?

Interest can be aroused by telling the good points of an article, but around these it is necessary to weave some human interest. The writer must understand the business problems concerning the person who is to read the letter. The problems of the farmer and city buyer will be different. Find out what they are in each instance and deal with each from their point of view. The farmer, although he may not be able to write a correct English sentence, may be able to produce a far better sales letter than a college president, because he understands how to deal with the farmers' problems.

Creating Desire

After getting a customer interested in the line, desire must be created. In arousing interest the quality of the goods has undoubtedly been featured. The discussion will now hinge around profit, pleasure, comfort, and satisfaction. As in personal selling, the keynote of desire is the dollar sign. If the price of the article is high, it will be more difficult to create desire and will require much more exploiting. Under these circumstances, quality and service must be featured. In writing to the choleric type of individual, or to a man of the nervous temperament, quick thinking, well read, seeking wealth and willing to sacrifice pleasure for wealth, profit will be the leading talking point. By making an appeal to the instinct of possession, desire for the article will almost invariably be created.

Getting Decision

The firm that conducts a strictly mail order campaign must make it easy for the prospect to order. Many business letter writers fasten the order-blank to the letter; others will inclose a coupon, or will have the order below or on the back of the letter. It is essential that each necessary step in ordering be fully explained. Many firms do not get an order for the simple reason that the prospect does not know just how to proceed. If the goods are to be sent by freight, the freight cost to his town must be given and the length of time it will probably

take the goods to arrive. The process must be made as simple as possible. Country prospects are especially reluctant about ordering goods when they do not understand the distributing process, and yet it is a very simple matter to order by mail.

If the goods are to be sent f.o.b., c.o.d., or draft attached to the bill of lading, these terms must be explained, for many of the readers will not understand them. A reader should never be asked to buy a bank draft or a money order. A man, whether he lives in the city or the country, will not take the time to go to the bank or the post office to purchase this form of remittance. He will lay the letter aside until he finds it convenient to get the money order or bank draft, and may never think of it again.

There must be immediate action. The close must be so worded as to prevent a prospect from hesitating a single hour. It is best to ask him to pin a bill to the letter or fold his check in it and return immediately. The suggestion of delay should never be mentioned. A man should never be given the slightest hint that he can order at some future time. There must be an insistence that he do so before he lays the letter aside and forgets about it.

In order to compel immediate action it may be necessary to make some inducement for immediate action. Many firms will discuss the price and endeavor to prove that the price is sure to rise within thirty or sixty days. Others inclose a coupon check which, if forwarded with the order within thirty days, will serve as a discount. There is no question but that if the price is cut, or a special discount is

offered, it frequently forces immediate action. Salesmen have demonstrated many times that after trying every conceivable method to get a prospect to sign the order, and not meeting with success, by cutting the price he will buy, because he thinks he is getting something at a bargain.

CHAPTER XLII

TESTING THE LETTER

To get the best results from a sales letter it should never be dictated and mailed out immediately, but rather filed ahead a day or two and then read again to see how it sounds. If the writer finds it difficult to get through the first couple of paragraphs, it should be rewritten. If it does not appeal to him, it most certainly will not appeal to others. It should also be read at different times of the day when the writer will be found in various moods. Many writers will mail a letter to their home and read it in the evening, then send it back to the office and read it the first thing in the morning. If it satisfies them when in these various moods, they can rest assured that it will satisfy others.

After thus having written the letter it should be giving a mailing test. If the circularization is to be a large one, the test should be tried on one thousand prospects. Let us assume that, to make the proposition pay, the mailing list should produce fifty replies to each one thousand readers. If the first thousand letters bring only thirty replies, the letter must be revised and rewritten. After rewriting, another test should be made on the second thousand prospects. Perhaps in this instance fifty orders will be received. If so, the test will be continued for at least

four consecutive times, or in other words the letter will have been tried out on at least four thousand people and not less than two hundred replies will have been received. Now the letter is ready for the general public and can be mailed to the entire list. By following this plan, the writer always knows in advance if a letter will pay and can therefore avoid loss in postage, advertising matter, etc.

Answering Replies

Every letter writer must be able to read between the lines of the replies he receives. He must get a picture of the prospect from the words and phrases used. He should so familiarize himself with every detail that he will always recognize the prospect afterward. The clever mail order man will, when he receives a reply to a letter, be able to form some idea as to what type of man he is and what he wants. He will be able to draw a fairly clear mental picture of him by reading his letter. Some of these prospects will be seeking preference; others bargains. Some of them will desire quality, while others will seek a low price, and so each individual class must be handled differently.

The writer's next consideration will be to sort out the list of returns very carefully and classify them. The same reply must not be sent to the "wheat" as that which is sent to the "chaff." He will pick out the live ones and cull out those who seek something for nothing. In this connection, many concerns make a fatal mistake. They spend hundreds of dol-

lars in securing lists and hundreds more in follow-up, to say nothing of time, energy, and office expense, trying to beat blood out of the "dead ones." Another reason for this culling process is that a large number of "dead" names will soon accumulate in the files and the longer the follow-up continues the greater will become this list with a smaller proportionate gain per letter.

It is practically impossible to work out a form letter that will answer satisfactorily all the replies received. Each must be treated individually, for each has his own peculiar characteristics. Certain paragraphs, however, may be prearranged, and these can be taken by the stenographer. In the letters which are to be answered, certain passages can be underscored when it is desired to place emphasis on these particular points. In this way, each individual letter need not be dictated, hence there will be a considerable saving of time and money.

Arranging the Series

If the returns from the sale of an article will warrant the use of a series of letters, it is advisable to first work out the sales talk carefully so as to be able to see the proposition in its entirety. The points which are to be featured in the letter will be selected and around them will be grouped all minor points. We are now ready to build the series.

Each letter will build toward an ultimate climax, which in each instance will undoubtedly come near the end of the series. The "bull's-eye" method

will, in all probability, be used; or in other words, one principal point will be featured in each letter. If the letter does not bring results, the attack will be directed from a different angle, couching the letter in different language. The series of sales letters should be built very much like a sales talk. They will be arranged with a definite goal in view and will all focus towards a definite point. Each letter will get at the proposition from a different angle. The same selling points will be gone over many times, but different words will be used, or emphasis placed on various points in each of the letters.

Form letters can be used with exceptionally good results. Where sent to a list of prospects before the salesman makes his call, they familiarize them with the proposition; educate them to its use; and when the salesman comes along, it makes his work much easier.

A territory that has been worked diligently with good form letters and followed by a salesman will produce phenomenal results as compared to those of a territory where the salesman calls on his prospects without having the advantage of this advance guard. Without these advance letters salesmen frequently find it difficult to even get an interview. They must explain the proposition, boost the house, and in general pave the way for future work.

Traveling salesmen frequently send out their own advance letters. These should be written in a friendly manner and mention a few items of interest. Perhaps they will call attention to one or two of the leaders he is handling on this particular trip.

Each expression should be carefully weighed before it is written.

Postscript

It is sometimes wise to use a postscript. It gives the letter a personal touch that cannot be secured in any other way and will also bring out and give prominence to any idea which the writer desires to emphasize. The postscript must be an idea which will cause an unusual personal interest. The average man reads the postscript if he does not read anything else, and if it interests him he may go back and read the entire letter. Frequently the postscript is written in ink. This gives the letter a personal touch and will pay for the effort many times in returns.

Exaggeration

Just as soon as a statement is made which the buyer knows cannot be proved, yet which is left unproved, he loses confidence, with the result that the letter invariably finds its way into the wastebasket. In selling a moderately priced article it is unwise to claim too much for it. It is far better to be honest and frank in this respect.

A prospect should never be given the idea that it is possible for him to get something better by paying more money. He should be convinced that the article featured is exactly what he wants and that it is worth every cent asked for it. It is even unnecessary to let him know that there is anything better on the market. If he feels that the selection of an article

is a matter of choice or that there is danger of him making a wrong selection, it is difficult to get the order.

Objections

Any point or argument which might arise in the mind of the prospect should never be discussed in the letter. The salesman putting up a personal talk never meets an objection before it arises unless he is sure that it will arise, neither will the clever letter writer answer an objection against his goods until it arises. If experience has shown that there is the slightest possibility of an objection coming up, it is better to feature it throughout the entire series.

The live salesman will anticipate these probable objections and answer them. This can be done in a finished manner, so as not to arouse the suspicion of the prospect.

Avoid Humor

A well-written letter will appear very similar to a well-built sales talk being delivered personally to a prospect. It will be presented as if the writer was sitting face to face with his prospect. It will appear natural in every respect, and it is this kind of letter that pulls; it is the unnatural that fails to influence.

The literary method of writing will never appeal to a businessman. This style cannot be used in selling goods. Common sense, logically arranged, supersedes the literary method at all times.

When taking money from a prospect it is a serious business. It is no time for either of the parties con-

cerned to be humorous. It is serious with the prospect because he is thinking of parting with his money. It is serious with the writer because he is dependent upon selling. Bright, clever phrases and witty sayings should therefore be avoided. Any number of these will not give a letter strength. A letter is generally built for the purpose of getting immediate action, and if it is filled with wit immediate action is impossible. Wit does not co-operate with argument, and it requires argument to get the dollars.

Enclosures

If there are a number of enclosures, care should be exercised as to their nature, for those of a certain character will rob the letter of its pulling power. It is far better to mail enclosures under a separate cover, paying additional postage, than to inclose something which will detract from the subject-matter. Many firms refuse to inclose anything with the letter. This will undoubtedly depend upon the nature of the goods being sold and the class of people being circularized.

Where enclosures are to be sent, the fact should be designated in the lower left-hand corner of the letter, so the correspondence clerk can tell at a glance what to inclose. This is especially important if it has been mentioned in the body-matter that such enclosures will be found. This information may be given on the carbon copy only, for the benefit of the correspondence clerk, thus making it possible to send out a neater appearing letter.

Testimonial Letters

There is real value attached to the sending of a testimonial letter, provided it is properly written. Many firms, however, object to their use. They maintain that the average man will say: "He paid for that letter," or "That is just the experience of one man."

If the letters are well written in story form, picturing perfect satisfaction with the use of the article, meeting every objection which might arise in the mind of a prospect, and bearing the name and address of the writer, they cannot help but carry weight.

The average man has no faith in testimonials unless they give proof of the statements made. He will have still less faith in them if they have been left unsigned. If the name and address of a man in the locality being circularized is given, it is far better than if the name of a party in some other section of the country is given.

These testimonial letters must paint true pictures. They can be so designed as to overcome all objections which may arise. They may be incorporated in the letter as a part of the body-matter, for if written on a separate sheet they may or may not be read. If incorporated in the letter they should be short, snappy, and right to the point, otherwise the reader will stop before finishing them.

Finding the Prospect in a Proper Mood

If a letter is to do its most effective work, it must reach the prospect at a time when he will be found in a most susceptible mood. As a general rule, firms mail their letters whenever they happen to be ready, regardless of the time they will reach the prospect.

A number of experiments have been made as to the best time to get the sales letter into the hands of a prospect, and it has been found that if he receives it any time in the afternoon or early in the evening, it is preferable to the early morning. In other words, a number of firms have timed their letters so as to reach the prospect early in the morning. The returns from these were meager. They tried a second series, arranging for them to reach the prospect about noon, or in the early part of the afternoon. The returns from this list were greater. A third series was sent out and timed to reach the prospect at his home in the evening. The results were not so satisfactory as from those mailed to the office in the afternoon, yet were far better than those mailed in the morning.

The reason for this is obvious. In the early morning, the letter does not find the buyer in a responsive mood. If there is any time of the day when a man is moody and irritable and does not feel like purchasing, it is in the morning. A letter will receive less consideration then than at any other time. The reader is absorbed in his business, whereas in the afternoon his faculties are more active and the letter will find him more receptive.

In the evening, after he has arrived at his home, his mind is passive. The cares of the day are forgotten and he has more time to devote to the consideration of abnormal affairs. In addition, if the article to be sold is of such a nature that an order should be mailed immediately, he probably can do so at that time better than any other. He has writing materials before him—generally also his check book. He has no business urging him; no excuses for postponing, therefore it is easier to get immediate action.

If the article is something for his pleasure during leisure hours, it can best be sold in the evening; if it is an office device or something that will expedite his business, it is better to try for an order in the afternoon.

Thus we see the letter has an advantage over the salesman. It gets an interview in every instance, and the best of them will remain long enough to drive the points home many times in the days succeeding their arrival. Even though they arrive when the prospect is not responsive, they wait and later get consideration.

Letters to Foreign Countries

Many leading firms have their attention focused upon foreign trade. Some of the best business of the next few years will be developed with the foreign republics. There are two ways of reaching this business:

1. Advertise and follow up with salesmen.
2. Advertise and follow up with correspondence.

To send salesmen to foreign countries involves a

considerable expense. The fact that the language, environment, and customs are different from ours makes it very difficult for a salesman to adjust himself to the conditions. It also necessitates the speaking of several languages, for to make a satisfactory impression the salesman should at least be able to speak Spanish and German.

Using Letters

Before sending out form letters it will be necessary to know something about the customs and conditions of the business carried on in other countries. If the leading language of the country happens to be Spanish, the letters must be written in that language.

It will pay well to have an expert correspondent translate the letters so as to be sure that the translation is correct and conveys the proper meaning. If one receives inquiries written in Spanish or German, the reply should be written in the same language. Most order-blanks are drafted, not only in the foreign language, but there is also a copy in English.

All American business phrases such as "bill of lading," "draft," "f.o.b.," "gross," "net," etc., should be avoided. Many foreign businessmen will not understand these terms.

There is some question as to the use of the one- or two-cent stamp for foreign correspondence. Many firms having a large foreign business maintain that a letter sent under a "sealed yet open" envelope,—that is, open at the end,—sent third class, will be just

as effective as the letter mailed under a two-cent stamp. They maintain that the foreign recipient is not so familiar with our postal laws as to understand the difference between mail of the first and third classes, and anything coming from a foreign country will be given consideration.

There are arguments on both sides of the question. The only way it can be satisfactorily settled is to make two mailing lists—one bearing a two-cent and the other a one-cent stamp—and check the returns.

Sample Letters That Pull

Here is a sales letter filled with life. It gets close to the reader and tells its story in terms that are plain and convincing. There is no beating around the bush, for the story is told in a pointed and straightforward manner. The first sentence strikes close home, as every businessman is interested in increasing his sales. The arguments in favor of Tokio Bond are presented in a simple yet convincing manner. Thousands of businessmen who use bond papers sought information on receipt of it. It gets the business and does it without follow-up.

Dear Sir:

The purpose of this letter is to offer convincing proof that TOKIO BOND is a bond paper for business use, that looks like the most expensive, but costs less than one-half as much.

TOKIO BOND is carefully made from the very highest grade of stock, loft dried, cockle

surfaced, etc., similar to the most expensive bond papers. To any but an expert paper maker, it bears all the earmarks of very costly bonds, but is produced to sell at less than one-half their price.

Years of experiment and work have preceded our product, TOKIO BOND. Business firms using expensive correspondence paper can cut their paper bills in half by using TOKIO BOND. Those using any but the most expensive paper can generally increase the attractiveness and hence the effectiveness of their letters by using TOKIO BOND.

This paper is made in seven distinct colors, every sheet water-marked.

We will gladly send you samples for comparison with any other bond paper made.

If you are interested in using business correspondence that you cannot distinguish from the most expensive bond, and that can be bought for less than half the price, simply sign and mail the inclosed post card.

Respectfully yours,

The following letter was sent to thousands of boys in the grammar and high schools throughout the country. The letter is exceptionally appropriate, considering the medium through which it circulated. The Boy Scout movement is popular with most boys and the letter will be read from start to finish.

It is designed to create a desire among the boys for the Boy Scout Booklet. After this desire has been

created the closing statement shows how the booklet may be procured.

Many mothers will be induced to make a purchase of "Minute Tapioca" as a result of the desire created among the boys for the booklet.

The appeal is made through the child to the mother and is a winner.

Dear Sir:

Have you ever heard of the "Boy Scouts"?

We can tell you about them.

We can give you the only illustrated booklet ever published, giving a description of the "Boy Scout Movement."

If you want to know what the "Boy Scout Movement" is and what it can be put to, get this book.

The "Boy Scouts" tells about the Tenderfoot, second class and first class degrees of Scouting, and also about the "Scout Merit Badges." There are thirty-two in all of the latter, which can only be worn by the Boy Scout who has met the requirements for winning them.

These are found in the pages of the "Boy Scouts" and many interesting things connected with the "Boy Scout" ideas are also explained and illustrated in it.

This booklet comes with every 25c. box of Minute Tapioca.

Do you think your mother would like a box?

Very respectfully yours,

This letter was sent out by the Western Division of the Rock Island Railroad Company as a follow-up. A mailing list of 10,000 names was used and the returns were very creditable.

Once you start to read it you will finish, for the first two paragraphs arouse keen interest. The emphasis is placed just where it should be. The adjectives used in the fourth paragraph are particularly good. No mistake is made, if while making an appeal to pleasure or comfort the description is couched in adjectives that paint a mental picture.

Dear Sir:

YOU HOLD OUR RAILROAD IN THE PALM OF YOUR HAND.

"Rather an equivocal statement," you say; but let us convince you. Just take your right hand and compare it with the map of Rock Island Lines on back of pamphlet inclosed; see how the lines on both correspond. The coincidence is singular—and significant. Life's experience has taught us how to serve you; our Head and Heart have combined to afford you comfort and convenience, and every possible safeguard for security.

Now examine the map more closely. You will observe that the Rock Island Lines traverse fourteen states of this Great Nation. If it weren't so warm down there, and franchise could be secured from Satan to run a tunnel through the Earth, our tracks would be sufficient to cover the distance with some to spare; placed

perpendicular, they would make "Jacob's Ladder" look like a footstool.

You will be going east soon; wouldn't you just like to step into one of our clean, cozy, tourist cars or luxurious pullmans, and glide right on through to your destination without changing? There is a diversity of routes for your choice, each one a scenic feast from West to East.

Spring, "sweetest of Nature's moods," is here. It is travel-time. RATES ARE LOW, VERY LOW. Don't you hear the call? Write now and let us plan your trip.

Yours very truly,

CHAPTER XLIII

LETTERS THAT HOLD BUSINESS

It is one thing to get business and still another to retain it. When customers buy on the installment plan or when the order is only a preliminary one, it necessitates diligent effort on the part of the house to hold the business.

It is a good plan to write to a customer occasionally, and a letter of this type should be written in a friendly style. It must be a heart-to-heart and man-to-man talk written very much as the sales letter with the exception, perhaps, that the "bull's-eye" method will be used. That is, the writer will elucidate on one proposition in the first letter and take it from a different angle in each succeeding one, perhaps adding considerable of detail as the series progresses.

The writer should always put himself in the place of the customer and consider the kind of letter he would wish to receive, the kind he would require to hold his friendship and business, then write from that point of view. As a general rule, follow-up letters of this kind are filled with suggestions. They endeavor to assist the reader in his business by suggesting methods for moving his goods; such as, sales plans or displays that other merchants have found successful. Once a firm can help to solve its

customers' problems, it will be able to keep them interested while other firms are trying to get their trade. It is this kind of constructive effort that pays big dividends.

These letters should make an appeal to profit. When once a firm can show its customers how others are doing things and getting results, or suggest plans that others have used successfully, a friendship is established that is adamant. Take banks, for the sake of illustration. They frequently send out circular letters calling attention to the fact that four per cent will be paid on deposits, thus making an appeal to the saving instinct. Occasionally they send a bank statement, or give the history of the institution. The average man is not interested in this. If they would tell of some of the people who have learned to save and how they carefully invest their savings, giving names and addresses, how they started on a small scale and made their little grow until they are perhaps wealthy; if they would paint a lifelike mental picture of the girl behind the counter, or the young man bending over his books, and show how, through learning to save, they have gone into business, have purchased a home or made themselves independent, the recipient of the letter would be made to think seriously. If the life insurance company, instead of giving their history and a statement showing the amount of money in reserve, or feature the various kinds of policies, etc., would simply paint a mental picture of a home where the husband has died and the wife is now supporting herself and children; if they would show the misery

that accompanies old age or financial reverses where no insurance has been carried, many would be made to reflect.

The corner grocer can make his letters interesting and attractive by sending out a list of specialties marked below the regular price or featuring a particular line of goods by sending out a write-up on how they are manufactured and their ingredients. This not only keeps his name before the public, but also interests the trade in the particular line featured. An enterprising druggist sends out letters showing the ingredients of certain articles he carries and analyzes others he does not carry, explaining why he does not stock them. The people have confidence in him because they believe he is looking after their welfare. He could not have told his story to each customer, although it would have been of interest to each one. When an article sells for fifty cents that cost but two cents to manufacture, twenty-five cents to advertise, and consists of forty-five per cent soft soap and fifty-five per cent Epsom salts, it makes interesting reading matter for the purchasing public.

Follow-up letters are very much like follow-up personal calls. Take two salesmen calling on a line of retail trade. Their first trip goes smoothly enough. In each case they get a number of promises and a few orders. In a couple of weeks they cover the territory a second time. The first salesman enters a store where he was promised an order and asks if it is ready and how much it will be. Of course it is not ready. Orders are never secured in that way. When

a man promises an order for next week, the salesman can just make up his mind to give a good sales talk again before he gets it and the second talk must be stronger and from a different point of view from the first. The second salesman understands this secret, and when he approaches the man who gave him a promise it is with some new and interesting information. He has some suggestions concerning the problems of his customer. These may never be used. Perhaps the majority of them are in use already or have been tried, but in this instance they serve their purpose. They give an interesting method for breaking in with the approach; an excuse for the visit. The salesman is frequently treated in a chilly manner on these return calls, and so will the letters be treated. Therefore, warmth must be added to the introduction, if the writer really hopes to be heard. By offering suggestions or giving new information and making the first paragraph interesting, it demonstrates that the writer has his customer's best interests at heart. It puts him immediately on a close personal footing with each reader.

Many firms will have these letters appear to be written by the various department heads, one from the sales manager, another from the advertising department, etc. Other firms argue that letters of this kind will not pull so strongly as if all are mailed from one department, maintaining that the letter is very much like the salesman; it is impossible to switch salesmen on a customer in the middle of a sales talk and get results. On the other hand, if the letters are all written by one man, each has an

equal amount of pull, the whole series is built to a fitting climax, each has its human appeal, so it makes little difference whether they are signed as coming from one department or several. By making a customer feel that he has not only the co-operation of the sales manager, but also the chief engineer, advertising man, etc., he will feel safe in placing an order. Then, too, these department letters can be given a personal touch which will make the prospect forget that he is a buyer.

Where a firm is handling a number of articles, it is best not to try to sell them all in the series of letters. One or two of the most popular should be selected and driven hard. After a prospect has been induced to purchase one article, then is the time to begin featuring another.

CHAPTER XLIV

SECURING A MAILING LIST

In planning a circularization campaign, the first consideration is how to secure a satisfactory mailing list. When a firm spends its time, money, and energy on a mail campaign, it wants a list that will bring orders. Over $106,000,000 is spent every year in direct advertising, and much of this is wasted, due to the fact that many firms do not get the proper concentration, hence carry on their campaign in a haphazard manner. In planning mail order work there must be concentration. The whole plan must be focused upon a particular class or section and then worked hard before leaving.

A general classification would perhaps be made up as follows:

First, find the man who will and can afford to buy. If the article is high-grade and high-priced, the names of all persons who cannot afford to purchase would be eliminated. If it is a device which will appeal to the mechanic, literature would not be sent to the general reading public, for but a very small proportion of it would fall into the hands of the man who is interested.

Second, after having found the men who can and will buy, they should be divided into groups, arranging each so that the professional men will fall

under one section, laborers under another, farmers a third, etc. Now is the time to concentrate. Each individual must be worked separately. An appeal directed to each class must be carefully worked out. It must be presented in a manner which each will understand. The proposition must be placed before them from their side of the fence. A man is impressed with a new idea only when it is associated with some idea which has already been in his past experience. Thus we see the necessity of classifying the buyers into groups. The same letter should not be sent to a list of professional men that is sent to a laborer, or farmer, although each of the three may be in a position, financially, to purchase.

In the classification of a mailing list it is also essential to take into consideration the education and environment of the prospect. This makes rather a severe discrimination, but the smaller the units the more effective will be the list. This division will necessitate the use of a number of form letters, and it will give each greater pulling power.

Take the salesman as an illustration. Before making his initial trip he studies the territory and makes a general classification of towns. He considers the class of businessmen upon whom he must call in each town. If he is handling a line of shoes, the grade of goods he would sell to the dealer in a town of 1,000 population and in the midst of a rich farming district would necessarily be entirely different from those handled in a city of 50,000 population. His whole plan would vary and even the sales talk would be different.

If the salesman deems it essential to carry a different line of goods and use a different sales talk in meeting the trade in the various cities and towns, how much more important is it that the letter writer should vary the class of articles and change the character of the selling talk in the building of the sales letter that is to carry his message to the various buyers!

The salesman eliminates the class of trade that he feels certain will not purchase his goods. He would not make an indiscriminate house-to-house canvass, for he knows it would be a waste of time, but rather he discovers the class of people who can afford to buy, then works the list over, cutting out and adding to it until it is practically perfect. What is good for the salesman may well be adopted by the man who is conducting a mail order campaign.

The third consideration is how to work up a profitable mailing list.

A judicious use should be made of the city directory. This is one of the easiest and quickest methods for getting names. In it there is a classified list, and if it is desired to circularize the retail men, the physicians, or the lawyers, they are all listed with names and addresses. Also the name of every person in the city is given as well as his address and profession.

In marketing an electrical device a list of names may be obtained at the Electrical Union headquarters. Here are kept on file the name and address of every electrical worker in the city.

From the city clerk can be obtained a classified

list of almost every organization in the city. The county recorder has possession of the names and addresses of every landowner in the county. The chief of police will have the names of all the local automobile owners. The city sporting club would be the proper place to get the names of men who might be interested in sporting goods.

In marketing a brand of tools where the campaign will be directed to the carpenters, the builders' union will be able to furnish the names.

The tax collector's office can furnish a tax list, giving the name of every taxpayer in the city and county.

Many leading magazines throughout the country have made up a classified list of their readers with regard to age, occupation, etc. This list is extremely valuable to the mail order man, and many of them can be purchased. By scanning carefully the pages of many class magazines, the names of persons can be secured who may be induced to buy. These names can be gathered from the news notes. The man who is handling a business book to be sold to commercial men will be able to get many names from the business magazines. These names should serve merely as stepping stones to establish larger lists.

The morning newspaper will give a list of the marriages, and to the firm that is handling a line of furniture, or one of the numerous specialties that will necessarily interest a bride and groom, the list will prove valuable.

The birth list is of value to many firms. One enterprising real estate man has, for a number of

years, been sending letters to the newlyweds in Chicago. In each letter he incloses a check for $50 as a wedding present. The check can be cashed only in case a purchase of property is made through his office. Before it is cashed, however, it must be countersigned by the secretary. Very few will take advantage of this opportunity, but they do not forget the name of the sender. The advertising is very inexpensive but effective.

There are a number of organizations scattered throughout the country; their business being to clip articles from the newspapers and magazines pertaining to certain subjects. They furnish lists of marriages, deaths, accidents, etc. This information is sold to insurance, real estate, and manufacturing concerns.

An excellent method for building a list is through advertising, providing the article is one that will stand the necessary expense incurred through advertising. This method, however, is a slow and expensive process. Many people will not answer an advertisement until many months after it has been run. In building a list in this manner, something for nothing must be offered and the writer must be able to distinguish between the "wheat" and "chaff" when the returns come in. One enterprising real estate firm advertised a house for sale and offered to send a photograph of the place free of charge. The returns were over seven hundred per cent greater than any previous returns from the same-sized "ad." in the same paper. Many of the larger firms are now sending free booklets. The returns

from this kind of advertising are enormous, but the quality is not so good. Many replies are from children. Others from men and women who are absolutely uninterested. These the writer must be able to distinguish. It is true that when something for nothing is featured many curio seekers will be immediately interested. It very frequently happens that mailing lists can be exchanged with another firm that is handling a different line of goods, and whose mailing list will prove suitable for either line.

Another method is to get customers working for the house. After selling to a man he can generally be induced to give the names of a few of his friends who might be interested. This task, however, must be made easy for him. A self-addressed and stamped envelope, also a sheet with columns for the names and addresses, should be inclosed.

The most progressive retail men have worked out many original schemes for building up a mailing list. Among merchants it is the small grocer to whom the list is of special value. Occasionally a firm will pay a bonus for new customers. Many firms require their clerks to hand in a new list of names occasionally. Many of the larger retailers send the names of their charge customers direct to the manufacturers, who in turn send out various kinds of mail matter and direct the customer to the house that handles their goods.

Care must be exercised in building up a mailing list that too many "dead ones" are not receiving valuable literature. There are various methods for

checking them up. In securing a list of farmers from a rural section it should be sent to the postmaster of the nearest town with instructions to check it over. The postal laws permit any postmaster to check over a list, but do not permit him to add new names. A list may profitably be sent to a banker, inclosing with it a dollar bill, and the bank clerks will be glad to check the list, scratching off the names of thousands who have moved away or are deceased.

Be careful of the district selected for circularization. A firm circularized a small Western town of 1,500 inhabitants and the surrounding territory. This community had been built up within the previous three years. Almost every man had purchased his home or small farm on the installment plan. It was an alfalfa country, and required several years to get a start. The firm's proposition was a high-priced one, requiring an initial expenditure of one hundred dollars. They obtained no results, which was to be expected. Any section of the country that is hard pressed for money will not produce satisfactory results with a high-priced article. In selling a high-priced office appliance the small towns should never be circularized. Neither would the list be sent to the small retailer, but rather the busy office man.

It is essential that the mailing list be kept up. There is not a day in the smaller towns as well as the cities that there is not a change of address taking place. It does not take long for a number of changes to take place in a list, especially if it is

large. Every list should be checked at least twice a year.

(*Closing*)

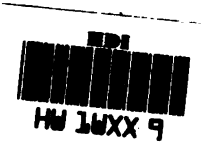
In closing let me say that salesmanship, in all its forms, is but doing the right thing at the right time and in the right way. The knack of selling is in making men think as you want them to think and doing it in such a way that satisfaction will result.

The mission of this book is to make you think; to make you realize that there is a logical way of doing things; to help you to understand that the game of life is based on well-defined principles which, if understood, make progress easier and more certain.

You may be an expert in your line, yet remember that there is always a better way to do everything. In numerous instances, America's most successful businessmen actually expressed their belief that they had reached the limit of perfection in merchandising, yet compared with twentieth century methods they had barely started. We never reach the limit of achievement. When you feel that you have reached perfection in your business, just remember that sometime some bright mind will start where you leave off and carry to completeness undreamed ideas.

If this book has succeeded in showing you that your possibilities are unlimited, and that you have a fair chance to win; if it has succeeded in pointing out to you the pitfalls in business, as well as

how to avoid them, then it has accomplished its purpose.

Recognize your God-given qualities. Nourish them, develop them, train them. Make of yourself the kind of man or woman God intended you should be.

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